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women in action

A Federal Women's Program Publication

Vol. 10 No. 6 November/December 1980

"How To Make Special Emphasis Programs An Effective Part of Agencies' EEO Activities"

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A GAO Report

FWP Managers have long recognized that an ideal Federal Women's Program includes agency line and staff managers in identifying barriers to women's employment and advancement, setting program priorities, designing action plans, and taking the necessary steps to assure improvement. FWP Managers who want to manage results-oriented programs with management will find that a report to the Congress prepared by the General Accounting Office supports their view.

The report, "How to Make Special Emphasis Programs an Effective Part of Agencies' EEO Activities," examines ways special emphasis programs are being implemented and how they contribute to improve employment opportunities for minorities and women. Because they are so widespread, the report focuses on the Hispanic Employment and Federal Women's Programs. It expresses concern that agencies are spending a great deal of money on the programs in an unfocused way.

GAO's study found that (1) agency managers and special emphasis program managers often have different perceptions of the appropriate role and duties of a program manager; (2) programs are loosely operated and do not set out specific goals, resource requirements, timetables, program costs, and activities; (3) there is no accountability for resources invested compared to achievements obtained; (4) special emphasis programs goals need to be integrated into agencies' overall EEO goals; (5) top management's participation in and commitment to special emphasis programs vary greatly; and (6) program evaluations for determining the effectiveness of special emphasis programs and program managers need to be made.

The Federal Government does not have a single set of policies, regulations, and instructions which defines the role for special emphasis program managers. Agency managers and special emphasis program managers make assumptions about the special emphasis program manager's role, believing that the role defined for the Women's Program Manager also applies to other special emphasis program managers. No Government-wide framework exists for special emphasis programs which have been established in individual agencies, such as the Black Employment Program in the Department of the Air Force.

Consequently, agency management officials and special emphasis program managers have different perceptions about the appropriate, or inappropriate, role of special emphasis program managers. Some believe that the role is restricted to identifying problems and giving advice whereas other believe the role includes actual participating (doing) in recruiting and counseling as well as identifying problems, giving advice and making recommendations.

GAO believes that each agency needs to clarify the special emphasis program manager and coordinator role. Both agency management officials and special emphasis program managers should know and agree on what is expected of each other and how special emphasis program managers' activities fit into agencies' overall affirmative action plans. The special emphasis program manager's role should not remain static but should be flexible to meet new needs and problems. It is important that there is a clear understanding between agency management and special emphasis program managers as to what the role and activities should be for any given period of time

GAO recommended that the Director of OPM do the following:

- —review the range of role and activities the special emphasis program managers are performing;
- —develop the criteria for the appropriate, or inappropriate, role and activities of special emphasis program managers;
- —publish Government-wide guidelines on the role and activities applying to all special emphasis program managers; and
- —provide additional technical assistance and guidance to agencies in setting up special emphasis programs and publish and widely disseminate case

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studies on effective special emphasis programs.

Need for Special Emphasis Program Plans

OPM guidelines (see FPM Letters 713-15, 18, 23 and 41), state that special emphasis program plans should be an integral part of agencies overall affirmative action plans. However, formal plans for special emphasis programs seldom exist, and affirmative action plans appear inadequate as planning documents.

Most special emphasis program managers are involved in developing their organization's affirmative action plan, and they suggest various program objectives and action items for their programs. Action items involving participation of special emphasis program managers are general in nature and are often designed to benefit all employees or all minority employees rather than a particular constitutent group.

GAO's analysis of action items designated for special emphasis program managers in affirmative action plans shows that they expect to be involved in such activities as:

- —publicizing their special emphasis programs by meeting with agency officials, supervisors and employees and providing articles to the activity newspaper;
- —meeting periodically with agency management to discuss the needs of their constituents; and
- —helping in the recruitment of minorities and women by identifying new sources for recruiting by visiting educational institutions and community organizations.

Neither affirmative action plans nor special emphasis program documents require accountability for costs and resources of any of the activities at the headquarters level or other locations included in the review. Using what information was available about costs and resources, GAO made a very rough estimate of the annual salary cost for the Women's and Hispanic Program Managers and found that the cost was more than $29 million.

The purpose of making the cost estimate is to show that the level of resources allocated to special emphasis programs does warrant management's attention, in order to match activities to costs and to help determine the adequacy of resources made available to special emphasis program managers.

GAO found that some special emphais program managers did have informal lists of activities they wanted to undertake. But the lists did not set forth timetables, resources needed and program goals. One department headquarters required that its program managers provide the EEO director with a workplan to include an allocation of personnel and resources, a financial plan, and a statement of major objectives. However, even this plan was too general to serve as a basis for approving activities.

To insure that special emphasis program plans are included in each agency's overall affirmative action plans, OPM guidelines assigned the function and managers to the EEO director's staff.

The affirmative action plans that GAO reviewed did not represent a complete program plan for special emphasis program managers activities; did not estimate program resource requirements; and are not, in GAO's opinion, adequate as a planning document.

GAO believes it is important that management, and special emphasis program managers reach an understanding on what is expected of the program managers and how their activities will be considered in agency decisions. Whatever understanding and agreements are reached should be set out in each special emphasis program plan, which should be integrated into agencies' overall affirmative action plans. Such a plan worked out between management and program managers should set out program goals, activities, time frames, and resource requirements. The plan should require agency management to take an active role in special emphasis program planning and should help special emphasis program managers by the attention and management commitment the plan brings to their activities.

Further, GAO believes that special emphasis program planning which involves management officials, line supervisors and program managers is essential to resolving equal employment problems. Special emphasis program managers can identify the issues, barriers and problems. However, in order for special emphasis programs to be effective, agency management officials must agree on what the problems are and participate in setting program goals, in allocating resources, and in holding line managers and special emphasis program managers accountable for achieving program activities and goals. As a minimum, each program plan should contain

- —a statement providing an assessment of the problem,
- —a statement of program goals,
- —a statement of activities or action items that are to be undertaken to meet the goals,
- —long-range and interim target dates or timetables to accomplish activities or action items, and
- —a statement of accountability for program activities on the part of agency management officials and special emphasis program managers.

Program Evaluation of Special Emphasis Programs is Needed

Evaluations of the effectiveness of special emphasis programs and special emphasis program managers are not being systematically performed, GAO states. OPM and agencies need to develop special emphasis program evaluation criteria and to conduct periodic evaluations of these programs. There is also a need for accountability so that progress can be assessed and corrections can be made.

OPM has prepared an evaluation agenda to be used by it in evaluating agency personnel programs and by agencies making self-evaluations. The evaluations are intended to help OPM in carrying out its special emphasis program oversight responsibilities.

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A GAO Report *(continued)*

GAO reviewed all of OPM's 1978 reports on OPM's evaluations of agencies' EEO functions conducted in two regions. The reports showed little evidence of evaluation of special emphasis program manager activities or their effectiveness.

Many agencies have not developed the means for adequately measuring the effectiveness of special emphasis programs and program managers. For example, officials at the Air Force Space and Missile System Organization in Los Angeles and the Long Beach Naval Shipyard said they had no way of measuring the effectiveness of the special emphasis programs or the program managers. They agreed that they should develop some type of management information system to track program costs and time expended by the program managers and others for comparison against results.

The Commander of the Long Beach Naval Shipyard said that, rather than measure special emphasis program effectiveness, he tried to measure the total EEO program effectiveness in terms of meeting established goals for hiring, training and career advancement for minorities and women.

Not all special emphasis program managers made reports on activities or gave feedback on problems and accomplishments. The reports that were made did not contain common data elements designed for followup. The predominance of information in special emphasis program managers' reports concerns (1) training courses, workshops, and conventions attended, (2) recruiting activities, (3) special emphasis program meetings attended, and (4) special projects, such as ethnic celebration activities.

GAO believe the lack of program evaluation has contributed to some special emphasis program managers' and coordinators' inactivity. For instance, a review of the activities of 10 collateral-duty coordinators at the Drug Enforcement Administration regional office, the Long Beach Naval Shipyard, and the Air Force Space and Missile System organization in Los Angeles showed that the coordinators had not maintained records showing the amount of time used in carrying out their program duties. However, on the basis of discussions with coordinators and EEO officials, it appears that five of the collateral-duty coordinators used only minimal time for coordinator work or were inactive, except for time spent in EEO and special emphasis program committee meetings and in attending training courses and conventions. Program managers and coordinators at headquarters do not generally have authority to monitor or evaluate program managers and coordinators in field offices.

Conclusions

GAO concluded that current planning for special emphasis programs and activities of special emphasis program managers a... coordinators is inadequate. Program plans that include goals and accountability could improve program efficiency and effectiveness.

Evaluation of special emphasis program problems, progress, and status is generally not being made. Although special emphasis program costs are considerable, agency management officials and special emphasis program managers and coordinators are not accountable for program activities or for their related costs. Reports on accomplishments and problems are not consistently made for program management purposes and systematic program evaluations are seldom made. GAO believes that sound evaluations could improve program effectiveness and that special emphasis programs could be improved if:

—Agency management officials would establish special emphasis program plans which identify specific goals. These goals should be dovetailed with agencies' overall affirmative action plans.

—Agency management, supervisors, and special emphasis program managers participate in preparing the program plan that would include a statement of the problem, activities planned for a time period, and resource requirements.

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Filing Dates Set For Pace

Applications for the Professional and Administrative Career Examination (PACE) will be accepted on a nationwide basis from January 19 to February 13, 1981.

Applications for this examination must be received by area offices of the Office of Personnel Management by February 13, 1981 or postmarked no later than that date. Applications received outside of that filing period will be returned unless the applicant is entitled to specific filing privileges under civil service laws.

Applicants who apply during the filing period will be tested between March 7 and May 2, 1981. Specific test dates within that period will be established individually by OPM area offices.

The PACE offers the opportunity to compete for a variety of professional, administrative, and technical positions at the GS–5 and GS–7 levels.

The Federal Job Information Centers will provide details on applying.

Washington Women's Representative

"Washington Women's Representative," published by Women's News Service, is a twice-monthly newsletter on Federal actions affecting women.

WWR keeps its readers informed of new legislation and regulations affecting women and provides current news on Federal equal employment and educational opportunity programs as well as new developments in the enforcement of these laws.

Important events, conferences and new publications of interest to women are also included.

Free sample copies may be obtained by writing Mary Blake French, Editor, Washington Women's Representative, 858 National Press Building, Washington, D.C. 20045. Annual subscriptions are $25 for individuals and $37 for institutions.

women in action

Women in Action is the bi-monthly newsletter of the Federal Women's Program. Editor: Yolanda Gordon.

Women in Action can be ordered in bulk for a few cents a copy by Government agency printing officers by riding OPM's **Women in Action** requisition at the Government Printing Office (refer to OPM printing requisition No. 80-47). It is available by subscription to individuals outside the Federal Government ($6.00 domestic and $7.50 foreign, annual rate). Subscription address **only** is Superintendent of Documents, GPO, Washington, D.C. 20402.

United States
Office of Personnel Management
Washington, D.C. 20415

Toastmistress Training Improves Federal Employee Performance

International Toastmistress Clubs (ITC) provides training in, and development of skills and traits that are vital at every level of Federal employment. These skills and traits, many of which are included in the annual employee performance rating, include (1) oral and written communication skills; (2) ability to work under pressure; (3) organization and planning; (4) ability to organize, present, and lead workshops, symposiums and discussions; (5) ability to plan, organize, and conduct meetings of all sizes; (6) ability to develop and deliver speeches of all types; (7) ability to evaluate the performance of others; and (8) ability to analyze weaknesses and develop programs for improvement.

ITC, which was incorporated in 1938 in California, is one of the world's largest nonprofit educational organizations and has members in 24 areas throughout the world. It is organized into four (4) levels—international, regional, council, and club—with the club being the basic training level. Clubs usually meet twice monthly and are limited to 30 members in order to provide maximum opportunity for individual participation and development. Minimum membership is 12.

Many Federal agencies consider Toastmistress training so valuable to their employee development programs that they sponsor clubs for their employees by providing administrative time for club meetings, providing meeting space and other facilities, and (in some instances) paying expenses of club leaders to attend meetings at other levels of the organization.

In the club, training is accomplished through a three-phase program of study and preparation, presentation, and evaluation. Members determine their own goals and learn at their own pace. They receive assignments designed to help achieve their goals, present the completed assignments before the club, and are evaluated on their presentations. The evaluations include commendation for parts that were well done, indication of parts that were weak, and recommendations for improving weak areas.

In addition to participating at the club level, members also may participate in meetings at council, regional, and international levels where they receive additional training through lectures and participation in workshops and seminars. These cover a wide variety of subjects, some of which have been career planning, time management, human value systems, effective teamwork, research techniques and tools, handling dissension, planning large meetings, problems (and their solutions) of older employees, assertiveness training, how to prepare the employment resume, and interviewing. Prominent citizens and government officials frequently are featured as guest speakers at these meetings. Councils meet four times yearly and regional and international meetings are held annually.

Still further training is available through TOASTMISTRESS Magazine, the official publication of ITC. Each bimonthly issue includes educational features, informational articles, and suggestions for improving the scope and quality of training at the club level. TOASTMISTRESS is sent automatically to each member and is available to nonmembers at $5.00 per year.

Because of its large and diversified membership, ITC also provides an excellent medium for networking and exchange of ideas and information on personnel policies and practices throughout the Federal Government.

The current international president of ITC, Raynola Blackshear, has been a Federal employee for 28 years and is presently employed as Administrative Officer to the Adjutant General at Fort Lewis, Washington. A Toastmistress member for 17 years, she is convinced that Toastmistress training does and can play a vital role in the personal development and effectiveness of its members and add meaningful new dimensions to their lives.

Information on establishing new clubs or directing employees to existing clubs may be obtained from Muriel Bryant, Executive Director, International Toastmistress Clubs, Inc., 9068 E. Firestone Boulevard, Suite No. 2, Downey, CA 90241.

Raynola Blackshear, International President, ITC

Note of Thanks

There have been numerous inquiries concerning articles in the last issue of *Women In Action*, "Secretaries Are Professionals Too," Volume 10, No. 5. We would like to acknowledge and thank the Environmental Protection Agency for the two articles in question, "Secretaries Are Professionals Too" and "Managers and Supervisors: Do You Want Better Clerical and Secretarial Support?" These articles were written by Mary Fillmore, Acting Federal Women's Program Manager, EPA, 401 M Street, S.W. (A 105), Washington, D.C.; (202) 755-0515.

MSPB Survey Shows Sexual Harassment Is Widespread

A comprehensive study conducted by the Merit Systems Protection Board indicates that one of every four Federal employees has been the victim of sexual harassment, and that 42% of all women employees have been harassed. Most Federal employees believe that harassment is no more widespread in the Federal government than anywhere else. These and other preliminary findings were recently reported to Chairman James Hanley of the House Post Office and Civil Service Committee.

The report was based upon the findings of a random sample survey of Federal employees. Over 23,000 men and women representing a wide range of ages, racial/ethnic groups, occupations, education levels, geographic locations and agencies were surveyed. Over 85% of those in the sample completed and returned the questionnaire, resulting in very reliable data.

The purpose of the questionnaire was to clarify what constitutes sexual harassment, to determine how widespread harassment is in the Federal workplace, and to determine how serious the consequences of harassment are for employee morale and safety. A research team from MSPB's Office of Merit Systems Review and Studies designed the questionnaire in order to answer the following questions:

- —What behaviors comprise sexual harassment?
- —How extensive is sexual harassment in the Federal workplace and what are its manifestations?
- —Who are the perpetrators and victims of sexual harassment, and where is it most often found?
- —What threats or promises do the victims believe their harassers are making to induce their compliance?
- —What is the effect of sexual harassment on its victims?
- —What is the effect of sexual harassment on the productivity of the victim's work group? and
- —What are the victim's views of remedies to this problem?

Responses to the survey provided the first accurate, descriptive picture of the nature and scope of sexual harassment in the Federal workplace. The data indicate that sexual harassment can take many forms, ranging from sexual jokes and remarks to pressure for sexual favors. Both men and women agreed that these uninvited behaviors constituted sexual harassment when performed by a supervisor: (1) letters, phone calls, materials of a sexual nature; (2) pressure for sexual favors; and (3) touching, leaning over, cornering, and pinching. However, there was less agreement about what constitutes harassment by coworkers. For example, 81% of the female respondents considered pressure for sexual favors by a coworker to be harassment, while only 65% of the men responding did so. "Less severe" forms of harassment such as sexual jokes, suggestive looks and gestures, and pressure for dates were consistently thought to be harassment by more women than men, but the majority of both women and men found such uninvited behavior to be harassing, whether initiated by a supervisor or by a co-worker.

Two out of every three victims of sexual harassment are women. While trainees reported the highest incidence of harassment (51%), there were relatively slight distinctions between other occupational groups. For example, 45% of the professional and technical women and 40% of the clerical employees reported having suffered harassment.

There appeared to be no pattern related to the race/ethnicity of the victim, nor was there a geographic pattern. Women did report that their harassers tended to be of the same race or ethnic group as the victim, and tended to be older than the victim. Most victims were women, and most harassers were men.

Younger women reported the highest incidence of harassment, with 67% of the 16 to 19 year olds and 59% of the 20–24 year olds reporting having been harassed. Thirty-three per cent of the women aged 45–54, and 22% of the women aged 55 and older reported having

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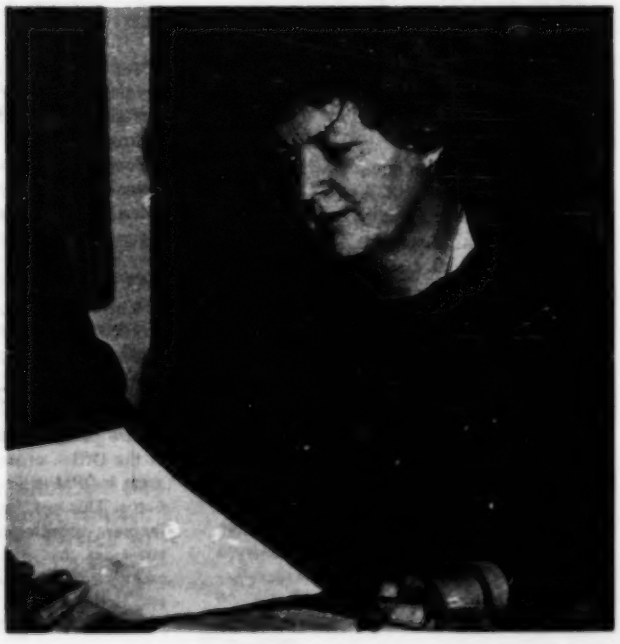

Pat Mathis, Director, Office of Merit System Review and Studies, Merit Systems Protection Board

READEX MICRO

Looking For Pictures Of Women To Increase The Visibility Of Their Contributions?

The Federation of Organizations for Professional Women has initiated a Woman Scholars Poster Series to highlight the contributions of eminent women. The first scholar to be featured is Leta Stetter Hollingworth, the first civil service psychologist in New York.

Hollingworth, a pioneer in the study of exceptional children, both the mentally deficient and the intellectually gifted, challenged the prevailing attitude of the time that "the bright can take care of themselves." In addition to her landmark contributions to the study of what she termed "gifted children" and the psychology of adolescence, her scientific study of the psychology of women presented a radical challenge to the beliefs and boundaries of her time. Known as "the scientific pillar of the women's movement," Hollingworth's innovative thinking and careful empirical research made her an influential and effective critic of the conventional wisdom.

The 17" × 22" poster features a portrait of Hollingworth along with a brief biography. To order, send a self-addressed mailing label and check made out to FOPW/Poster in the amount of $5.00 to FOPW, 2000 P Street, Suite 403, N.W., Washington, D.C. 20036.

Career Paths Of Federal Managers

OPM research on managerial career paths and mobility may soon be available to aid the Federal Women's Program Managers plan more effective efforts to get women into top level jobs. The research, conducted by the Executive and Management Development Division of OPM, will attempt to identify factors which influence career progression.

One study is using a 1% sample of the Central Personnel Data File (CPDF) to analyze career progression patterns of professional and administrative personnel from 1973–1979. Initially this study will focus on those in the general administrative and office services job series in the GS–300 occupational group, and the various engineering job series in the GS–800 occupational group. The analysis will consider the grade progression of individuals who remained in the sample between 1973–79. Factors to be explored include sex, minority group status, educational level at entry, grade level at entry, mobility, and supervisory status.

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New Entry Level Selection Devices

The Office of Personnel Management has developed new entry level selection devices for use in filling GS–1810 Personnel Investigator positions nationwide within the agency. Developed by the Division of Personnel Investigations and the Office of Personnel to be used in lieu of the PACE exam, the selection devices will consist of a Supplemental Qualifications Statement and work sample exercises. Examining authority will be delegated to the OPM Regions, who will recruit and announce as the need arises.

The Western and Southwest Regions and the Investigations Washington Branch, Washington, D.C., announced Investigator positions on December 1, 1980. Information about opportunities in a specific region may be obtained by contacting the appropriate Chief, Regional Investigations Division. Information about opportunities in Washington, D.C., may be obtained by contacting Richard Ferris, Division of personnel Investigations, FTS 632-6152.

Disabled Women's Task Force

Now being established under the umbrella of the Office of the Federal Women's Program at OPM is the Disabled Women's Task Force. This task force major concerns are to increase representation and to implement strategies that will improve conditions of employment for disabled women in the Federal Government.

On Wednesday, December 10, 1980 the task force held its first agency level meeting. At that meeting, such issues as task force goals and projects were discussed. On January 12, 1981 an IAG meeting was held. The topic of discussion was "How the FWP Can Address the Concerns of Disabled Women."

Further information concerning the task force will be available in the near further.

Sexual Harassment *(continued from p. 5)*

been harassed.

There was also a pattern related to the education levels of victims. The lowest incidence of harassment (31%) was reported by women with less than a high school diploma, and the highest incidence (45–53%) by women with various levels of college education, including graduate degrees.

Co–workers were cited as the source of harassment almost twice as often as supervisors. The vast majority of victims of less severe harasssment felt that there would be few, if any consequences of the harassment, but victims of more severe harassment, actual or attempted rape and sexual assault were fearful of co-workers' reactions to the incidents. These victims of severe harassment stated that their physical or emotional condition, as well as their feelings about work, became worse. However, almost all victims claimed that the productivity of their work groups was unaffected by the harassment.

About half of the victims were aware of the fact that formal remedies are available to them, but few felt that they were effective. The majority of victims indicated that the most effective way to deal with harassment is to tell the perpetrator to stop, while almost as many women advocated reporting the incident to a supervisor or other officials. About the same number of women recommended ignoring the situation as recommended filing a formal complaint. In general, more women victims considered direct and assertive action by the victim to be more effective than indirect or passive responses to the harassment.

MSPB Chair Ruth Prokop cautioned that the survey results had not yet been thoroughly analyzed, and therefore declined to speculate on the reasons for survey results. She did promise, however, that MSPB would closely examine the survey results and issue a more definitive report in early 1981. In her testimony Ms. Prokop stated that "victims of sexual harassment cannot and need not wait for long-term solutions to this problem," and noted that women who have pursued formal remedies have met with what she termed "considerable success." She also urged Federal agencies to conduct immediate, thorough investigations of sexual harassment complaints and enforce penalties against harassers.

For further information on the preliminary report findings contact: Pat Mathis, Director, Office of Merit System Review and Studies, 1717 H Street N.W., Washington, D.C. 20419 (telephone 202-653-7208).

One-Stop Center To Help Women Gain Access To Federal Jobs

Women and minorities seeking Federal jobs have been given a boost with the creation of a new, one-stop career assistance center which will have access to job information for all Federal agencies.

The Inter-Agency Minority & Female Recruiters Association opened its new center in space loaned by the Department of Transportation on September 30th. Spearheaded by the efforts of Vondell Payton, a personnel specialist with the National Areonautics and Space Administration, the center will maintain a register of women and minorities available to the personnel offices of any Government agency.

In addition to maintaining the registry, IMFRA has prepared a directory of occupations in which women and minorities are underrepresented in the Federal Government. The group also plans to provide direct assistance to women and minorities in dealing with the complexities of Federal job seeking.

To register with the group or for further information contact: Vondell Payton, IMFRA, Box 23962, L'Enfant Plaza Station, Washington, D.C. 20024. (202) 755-3516. Reprinted from Washington Women's Representative.

A GAO Report *(continued from p. 3)*

—Agency management would monitor and evaluate program effectiveness on the basis of progress made in achieving planned goals and activities.

—Agency management and special emphasis program managers are held accountable for performing the activities established in the special emphasis program plan.

Recommendations

GAO recommends that the Director of OPM prepare guidelines to help agencies establish management systems applicable to all special emphasis programs. According to GAO, the systems should require:

1. The setting of program objectives.
2. The planning of activities to meet program goals within established time frames.
3. The setting of program evaluation criteria and accountability for costs and activities of coordinators.
4. The reporting of program activities and progress to top-lvel management and line managers.

GAO believes that adopting the above recommendations will allow OPM and agencies to analyze the program and the costs, resource requirements and progress. Once these systems are in place, OPM should include in its annual report to the Congress a comprehensive review of these programs.

Excerpted from "How to Make Special Emphasis Programs an Effective Part of Agencies' EEO Activities." A GAO Report to Congress.

A copy of the GAO Report can be purchased from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Telephone (202) 783-3238.

Career Paths *(continued from p. 6)*

A second study using the Executive Inventory File (EIF) will examine career paths of individuals currently in the Senior Executive Service (SES). Of special interest in this study will be the extent to which factors such as mobility, type of agency, educational background, and job experiences may be related to rates of advancement into the SES.

For further information on these studies contact Rudi Klauss, Executive and Management Development Division, (202) 254-9800.

New Roles For Special Emphasis Program Managers And Coordinators

The Federal Equal Opportunity Recruitment Program (FEORP) was established under provisions of the 1978 Civil Service Reform Act (CSRA) to alleviate the longstanding underrepresentation of minorities and women in Government jobs.

OPM regulations (see FPM Letter 720-2), provide guidance on program development and implementation of FEORP and many agencies have been planning, implementing, monitoring and evaluating FEORP through their personnel and EEO offices. This, however, is not enough. Managers and coordinators of special emphasis programs such as the Federal Women's Program, Hispanic Employment Program, Selective Placement Program, the Veterans Employment Program and the Upward Mobility Program, with the support of heads of departments and agencies, should also be involved.

Their involvement should include, but should not be limited to such activities as: (1) participating in the development of a FEORP plan which can ensure accurate determinations of underrepresentation; (2) evaluating the organization's personnel policies and practices; and (3) planning and implementing efforts which will educate potential applicants on Federal hiring procedures and agency recruitment.

The expertise of special emphasis program managers and coordinators is invaluable in terms of insuring that productive sources of recruitment are identified and contact maintained and that members of their constituency are targeted for recruitment when underrepresented.

Be sure to seek out the final FPM Letter on the Role of Special Emphasis Program Managers in FEORP which will be available in early 1981. This letter will promote greater understanding and will give specific guidelines and recommendations as to what program managers and coordinators should be doing in terms of FEORP.

Federal Women's Interagency Board (FWIB)

The Federal Women's Interagency Board (FWIB) is an organization composed of Federal Women's Program Managers and Coordinators in the Washington Metropolitan Area. Board members pay no dues and membership is open to all who attend meetings.

The purpose of FWIB is to improve and enhance the status of women in the Federal Government by:

- —Providing support to Federal Women's Program Managers and Coordinators through training and exchange of information;
- —Making recommendations to agencies concerning the impact of their policies and programs upon women;
- —Maintaining liaison with other organizations sharing the same concerns; and
- —Reviewing policies affecting the Federal Women's Program, and problems of women working for the Federal Government.

One example of a FWIB activity is the Mentor Program for FWP Managers. FWIB's Mentor Program receives calls for help from individuals all over the country and because of this, Board members feel that a national association for FWPM's should be established.

Presently a task force is preparing a report on the costs involved in taking such a step. Upon receipt of their report and your expression of interest (or non-interest), FWIB will have a better idea of whether or not such a program should be established.

Please fill out the questionnaire below, and mail it, along with a self-addressed stamped envelope to: Rose Z. Thorman, Chair, Federal Women's Interagency Board, 2042 N. Abingdon St., Arlington, VA 22207.

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Name _____ Telephone FTS _____

Address _____ Autovon _____

_____ Commercial _____

Should Federal Women's Program Managers Have A Professional Association?

Yes____ No____

If There Were Such An Association, Would You Join? Yes____ No____

How Much Would You Be Willing To Pay As Dues? $5.00 Per Year? _____

$10.00 Per Year? _____

Other? _____

Special Ideas Or Suggestions You Have On The Subject: _____

_____

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A Federal Women's Program Publication

Vol. 10 No. 1 January/February 1980

Sexual Harassment

The Subcommittee on Investigations of the Committee on Post Office and Civil Service recently examined the problem of sexual harassment in the Federal Government. This investigation was initiated as a result of allegations which surfaced on July 27, 1979 reporting widespread sexual harassment at the Department of Housing and Urban Development. The allegations were made public as a result of an unofficial survey taken by an employee of that agency.

The Subcommittee requested that the Office of Personnel Management issue a policy defining sexual harassment as a prohibited personnel practice and as a violation of merit system principles. OPM was also to make clear that sexual harassment will not be tolerated within the Federal Government.

Hearings on sexual harassment in the Federal Government were held in October and November before the subcommittee. On November 13, 1979, Director Campbell testified on the issue of sexual harassment. He presented OPM's draft policy statement and emphasized that OPM's role is to assure that the Federal civil service maintains a working environment that is free of any kind of discrimination, and that all Federal employees should be able to work in an environment free from sexual harassment.

Director Campbell also informed the Subcommittee that OPM has examined how the issue of sexual harassment can be incorporated into current OPM training courses. Plans include development of a 3-4 hour training module for inclusion in supervisory and interpersonal relations courses. The module would also be made available to agencies as part of OPM's technical assistance program. In addition, existing courses will also be modified to include the issue of sexual harassment. OPM will continue to assist Federal agency officials by evaluating and recommending improvements in the way agencies manage human resources in compliance with Civil Service laws, rules, and regulations to cover sexual harassment; providing technical advice to agencies when requested, on internal evaluation methodology to address sexual harassment and program requirements related to the subject; and including appropriate sexual harassment material in training programs conducted by OPM for Federal personnel management evaluators.

Congressman James M. Hanley, Chairman of the Committee on Post Office and Civil Service, called Congressional attention to sexual harassment in the Federal workforce. Rosemary Storey, Senior Staff Assistant to the Committee, conducted the investigation which led to hearings and continues to monitor agencies' actions.

Memorandum to Heads of Departments

SUBJECT: Policy Statement and Definition on Sexual Harassment

This memorandum transmits the Office of Personnel Management's policy statement on sexual harassment which is applicable to each Federal agency and department. The policy statement also includes the specific definition of sexual harassment which should be utilized in addressing this issue.

The Subcommittee on Investigations of the Committee on Post Office and Civil Service has held hearings on the problem of sexual harassment within the Federal sector. The Office of Personnel Management was requested by Chairman James M. Hanley to assist in the effort to curtail sexual harassment by issuing a policy statement which made clear that sexual harassment undermines the integrity of the Federal Government and will not be condoned. Merit system principles

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Policy Statement & Definition on Sexual Harassment

Federal employees have a grave responsibility under the Federal code of conduct and ethics for maintaining high standards of honesty, integrity, impartiality and conduct to assure proper performance of the Government's business and the maintenance of confidence of the American people. Any employee conduct which violates this code cannot be condoned.

Sexual harassment is a form of employee misconduct which undermines the integrity of the employment relationship. All employees must be allowed to work in an environment free from unsolicited and unwelcome sexual overtures. Sexual harassment debilitates morale and interferes in the work productivity of its victims and co-workers.

Sexual harassment is a prohibited personnel practice when it results in discrimination for or against an employee on the basis of conduct not related to performance, such as the taking or refusal to take a personnel action, including promotion of employees who submit to sexual advances or refusal to promote employees who resist or protest sexual overtures.

Specifically, sexual harassment is deliberate or repeated unsolicited verbal comments, gestures, or physical contact of a sexual nature which are unwelcome.

Within the Federal Government, a supervisor who uses implicit or explicit coercive sexual behavior to control, influence, or affect the career, salary, or job of an employee is engaging in sexual harassment. Similarly, an employee of an agency who behaves in this manner in the process of conducting agency business is engaging in sexual harassment.

Finally, any employee who participates in deliberate or repeated unsolicited verbal comments, gestures, or physical contact of a sexual nature which are unwelcome and interfere in work productivity is also engaging in sexual harassment.

Alan K. Campbell

It is the policy of the Office of Personnel Management (OPM) that sexual harassment is unacceptable conduct in the workplace and will not be condoned. Personnel management within the Federal sector shall be implemented free from prohibited personnel practices and consistent with merit system principles, as outlined in the provisions of the Civil Service Reform Act of 1978. All Federal employees should avoid conduct which undermines these merit principles. At the same time, it is not the intent of OPM to regulate the social interactions or relationships freely entered into by Federal employees.

Complaints of harassment should be examined impartially and resolved promptly. The Equal Employment Opportunity Commission will be issuing a directive that will define sexual harassment prohibited by title VII of the Civil Rights Act and distinguish it from related behavior which does not violate title VII.

Memorandum

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require that all employees be allowed to work in an environment free from sexual harassment.

I am recommending that each of you take a leadership role by initiating the following actions:

1. Issue a very strong management statement clearly defining the policy of the Federal Government as an employer with regard to sexual harassment;
2. Emphasize this policy as part of new employee orientation covering the merit principles and the code of conduct; and
3. Make employees aware of the avenues for seeking redress, and the actions that will be taken against employees violating the policy.

Alan K. Campbell
Director

Job Hunter's Kit

The American Association of University Women (AAUW) is offering a comprehensive Job Hunter's Kit which includes everything you need to know to develop the skills necessary for finding satisfactory work in today's tight market. The kit discusses the possibilities of job-sharing and how to handle job interviews plus salary negotiations. To order the Job Hunter's Kit, prepay $10 to AAUW, Sales Office, 2401 Virginia Avenue NW, Washington, D.C. 20037.

Merit Systems Protection Board Proposed Survey

STATEMENT OF RUTH T. PROKOP
CHAIRWOMAN
before the US House of Representatives
Subcommittee on Investigations
November 13, 1979

We propose to conduct a random sample of male and female employees who represent a cross section of the Federal work force. While specific questions have not yet been framed, we anticipate that the survey will address certain critical issues including:

- The degree to which sexual harassment is occurring within the Federal workplace, its manifestations and frequency;
- Whether the victims (or perpetrators) of sexual harassment are found in disproportionate numbers within certain agencies, job classifications, geographic locations, racial categories, age brackets, educational levels, grade levels, etc.
- What kinds of behavior are perceived to constitute sexual harassment and whether the attitudes of men and women differ in this respect;
- What forms of expressed or implied leverage have been used by harassers to reward or punish their victims;
- Whether victims of sexual harassment are aware of available remedies and whether they have any confidence in them;
- The impact of sexual harassment on its victims in terms of job turnover, work performance, their physical or emotional condition, and their financial or career well-being; and
- The effect of sexual harassment on the morale or productivity of the immediate work group.

In formulating the specific survey questions, the Board will be guided by two basic considerations:

Ruth T. Prokop

First, we must develop a definition of sexual harassment that is applicable on a government-wide basis. The absence of such a definition would permit interpretation of survey questions based totally on the widely varied experience and attitudes of the respondents and thus seriously undermine the validity of the survey. In this regard, we propose to adopt the definition provided today by the Office of Personnel Management which will be distributed to federal agencies.

Second, the distribution and collection of the survey must be completed in such a fashion so as to assure respondents that their anonymity and privacy will be protected.

When the survey responses have been collected, we will then begin the task of analyzing them. The analysis of responses will be performed largely by computer. The resulting data can be used for two major purposes. First, the data will yield quantitative information which will help describe the magnitude of the sexual harassment problem in the Federal work force. Second, the data will yield descriptive information such as age, sex, etc., about persons who have been subjected to or who have engaged in sexual harassment. We may then be able to compare trends in the occurrence of sexual harassment to patterns of promotion and other benchmarks of job advancement or security. Thus we expect to learn from these comparisons more about the circumstances and effects of sexual harassment.

The findings of the survey will comprise the major portion of our report. In addition, we expect to include in the report:

- A summary of legal aspects of the sexual harassment issue;
- A summary of remedies currently available within the Federal Government, with recommendations for change, where appropriate; and
- A detailed appendix of statistical charts and other useful data derived from the survey results.

We anticipate that it will take the Board four to six months to complete this survey. During this time the Board will develop and administer the questionnaire, quantify and analyze the results, and prepare the final report. Now that OPM has released its policy paper which provides definitions of sexual harassment to be used by all agencies, we can begin the actual design of the survey instrument.

women in action

Women in Action is the bi-monthly newsletter of the Federal Women's Program.

Women in Action can be ordered in bulk for a few cents a copy by Government agency printing officers by riding OPM's **Women in Action** requisition at the Government Printing Office (refer to OPM requisition no. 79-47). It is available by subscription to individuals outside the Federal Government ($5.00 domestic and $6.50 foreign, annual rate). Subscription address only is Superintendent of Documents, GPO, Washington, D.C. 20402.

United States of America
Office of Personnel Management
Washington, D.C. 20415

Questions and Answers on Sexual Harassment

Q. Where does an employee go to complain about sexual harassment?

A. There are a number of established channels which an employee may use to resolve a complaint of sexual harassment. These include:

- —agency internal grievance systems
- —negotiated grievance procedures (if the contract has been violated)
- —Federal Employees Complaints Office within OPM
- —Special Counsel of the Merit Systems Protection Board, if a prohibited personnel practice is involved.
- —Merit Systems Protection Board, if an appealable adverse action is involved.
- —EEO Complaint system, if discrimination is alleged.
- —Agency Inspectors General or Ethics Officers.
- —Compliance offices within OPM headquarters and regions.

Q. What are the procedures for handling these complaints?

a. Do procedures differ for a violation of the code of conduct vs a prohibited personnel practice?

b. How does the Inspector General fit into this process?

A. The procedures of the various systems enumerated above vary; however, all include an independent review (and in some instances formal hearing) by an outside party.

a. Since each agency has authority to structure its enforcement system for code of conduct violation, there is no single procedure used by all. On the other hand, the Special Counsel has established procedures and practices for investigating and prosecuting cases involving prohibited personnel practices.

b. Inspectors General may address issues of sexual harassment under the broad enabling language of the 1978 Inspector General Act.

If the allegation does not include a possible or probable violation of civil service law, rule, or regulation, OPM will refer the matter to the agency for appropriate action. If a violation of law, rule, or regulation is present, OPM will use its compliance arm to investigate and will direct any corrective action that is warranted by the facts.

Diane Rennay Williams testified before the Subcommittee, describing her prolonged litigation against the Justice Department. Although the District Court supported her claim of sexual harassment, the U.S. Court of Appeals stated that Williams' was entitled to a trial de novo *and sent her case back to the District Court, where it awaits trial. Federal Times photo by staff photographer Joseph Matera, reprinted with permission.*

Q. In OPM's evaluation of agencies, has the issue of sexual harassment ever been brought to the attention of evaluators?

A. OPM has not encountered sexual harassment as an issue in its on-site personnel management evaluations. While evaluators have not inquired specifically about sexual harassment, evaluations of EEO routinely include inquiries about fair treatment of women in hiring, promotion, training, etc. Such inquiries are made by personal interviews and by questionnaires which may be anonymously completed by employees and managers.

Q. How does OPM evaluate agency effectiveness on this issue?

A. OPM has not as yet, attempted to evaluate the effectiveness of agency compliance with systems to prevent sexual harassment, because of the absence of specific requirements imposed on agencies. As laws or regulations are promulgated in this area, evaluation coverage will be expanded to include this component.

Q. If sexual harassment is not now covered in agency evaluations, how will it be?

A. Once the issue is clearly defined, coverage could be obtained in a number of ways:

- —Include specific questions on sexual harassment in interviews with employees, supervisors and managers.
- —Include specific questions on sexual harassment in interviews with EEO Counselors and officials, including Federal Women's Program Managers.
- —Review of disciplinary actions.
- —Review of EEO counseling and complaints records.
- —Interview with IG's and ombudspersons.
- —Review of any sexual harassment action plan that OPM/Congress, etc. might require.
- —Include sexual harassment questions in new questionnaire that is about to be released (questionnaire is designed for add on questions).
- —Include sexual harassment questions in advance information package.

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Q. How many disciplinary actions have been taken against employees/supervisors in cases involving sexual harassment?

A. OPM does not have a complete count of disciplinary actions resulting from sexual harassment cases because present recordkeeping systems do not provide such data. However, a recent survey conducted of activity in 12 cabinet level agencies disclosed 13 instances where disciplinary action was taken during the past two years. Ten of those cases involved supervisors who were disciplined for their actions.

Q. Does OPM plan to provide a guide to agencies for their use in assessing disciplinary penalities based on the seriousness of a sexual harassment infraction?

A. OPM does not believe it is practical to attempt now to link specific penalities (i.e., admonishment, reprimand, suspension, removal) with a given set of sexual harassment behaviors. It is our view that the definition of sexual harassment which is emerging will not be so precise as to allow a direct translation between a particular behavior and the seriousness of its impact on the individual who is subjected to each behavior. We believe that it will be quite some time, if ever, before "case law" establishes a basis on which to make refined, rational judgments on the appropriateness of penalities for sexual harassment.

Certainly, the facts and circumstances of every situation will have to be carefully weighed as cases are adjudicated in the many forums that are available to those who allege that they have been subjected to sexual harassment. OPM hopes that the weighing of these individual cases would lead to certain commonly accepted principles of equity for the complainant and for the accused. Until such time as we have the benefit of knowledge and experience in this very complex matter, we feel it would be premature and perhaps even irresponsible to assume the role of lawmaker by prejudging what particular penality is appropriate to a particular kind of human behavior.

Employee Development Specialist Alison Shumate displays the new OPM training module on sexual harassment, which she developed. Copies have been distributed to each agency headquarters training office, and to OPM Regional Training Centers. The module is not available from the Government Printing Office. If you need more information call (202) 632-6047.

Q. What training does OPM offer now which deals with the issue of sexual harassment?

A. As this issue has come to the forefront, it is receiving increased coverage in existing courses in personnel management, EEO, and supervisory curriculums. The depth of coverage will increase as more information and experience is developed on the magnitude of the problem and appropriate management and administrative remedies that will eliminate this type of on-the-job behavior. OPM's information will be drawn from a variety of sources and certainly not limited to public sector experience. Many existing interagency courses lend themselves to coverage of the topic. Courses on performance and conduct deficiencies, grievance handling, employee relations and code of conduct, supervisory skills, merit principles, Federal Women's Programs, and adverse actions are among courses that provide an excellent opportunity to emphasize the Government's commitment to protect employees from sexual harassment and institutionalizing systems and behaviors to eliminate these practices.

Q. Will OPM develop a course on sexual harassment?

A. OPM's present thinking on this is that a more constructive approach would be to emphasize coverage in existing courses. Experience has shown that the number of people reached by covering high priority subjects in single courses is relatively small, however, OPM will be able to reach in the neighborhood of 50,000 employees annually by including coverage on sexual harassment in the supervisory, managerial, and personnel courses.

Q. How can the issue of sexual harassment be incorporated into current OPM training courses?

A. Various approaches are being examined and tentative plans include:

a. Developing a 3-4 hour training module for inclusion in supervisory and interpersonal relations courses. The module includes the government position on sexual harassment, impact on government productivity and image, and what to do if sexual harassment is experienced or observed. The module has been developed in-house by OPM and made available to agencies as part of OPM's technical assistance and hand-off programs.

b. Modifying existing documented courses that address agency grievances, appraisal systems, adverse actions, etc. These modifications will be continuous in nature based on the introduction of new Federal policy and regulation.

c. Providing training to OPM trainers to better equip them

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Questions and Answers

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to handle sexual harassment coverage in the courses they teach and instruct outside resource persons on appropriate coverage of this subject.

Q. What kind of training is provided by agencies which is similar to training offered by OPM?

A. Many large departments and agencies conduct in-house supervisory and interpersonal relations training that is similar to courses offered by OPM on an interagency basis. OPM shares course materials and modules with agencies for their internal use. Module(s) produced on sexual harassment will certainly be made available to these agencies.

Q. What is OPM doing to assure that sexual harassment is covered in agency training programs?

A. OPM does not dictate the content of agency programs, however, we do actively encourage agencies to include coverage of high priority topics in their training. This is done through various means including:

a. FPM issuances
b. On-site visits at the headquarters and installation levels.
c. Technical assistance in the design of agency in-house programs.
d. Active involvement in the Interagency Advisory Group, Intergovernmental Training Councils, FEB's, and other organizations concerned with improving government operations.

Conference on Human Resource Development

A Conference on Human Resource Development will be held in Dallas, Texas, March 18–20, 1980 at the North Park Inn and will be sponsored by the Consulting Services/Productivity Programs Office, Southwest Region, U.S. Office of Personnel Management, Dallas, Texas.

The purpose of the Conference is to provide trainers, managers, and staff professionals an opportunity to participate in educational programs and workshops, as well as to hear presentations by some of the outstanding authors and professionals in the field of human resource development. The opportunity to meet, interact and exchange ideas with other professionals is one of the more important Conference benefits as well as the knowledge gained from Conference attendance.

Keynote speakers include:

Lou Tice, Director, Pacific Institute, Seattle, Washington
"Achieving your Potential"

Ted Mills, Director, American Center for the Quality of Worklife, Washington, D.C., "The Importance of Values Training in Quality of Worklife"

In addition to the general sessions above, each day includes a choice of workshops including the following topics:

"Performance Appraisal Systems—How to design and implement one"

"Designing and Facilitating Problem—Solving Sessions that work"

"Media Systems—what and why?"

The Conference is applicable to any person engaged in personnel, employee development, training, human resources, special emphasis programs or management.

Registration fee is $95 which includes one luncheon and Conference materials. In addition, each registrant will be able to attend a one-day gigantic "Training Film Preview Extravaganza" on March 21st at no additional cost.

For more information, contact:

Thomas E. Mirabal, Conference Director
Consulting Services/Productivity Programs, Workforce Effectiveness and Development
U.S. Office of Personnel Management
1100 Commerce Street
Dallas, Texas 75242
(214) 767-8245
FTS-729/8245

A Boost For Part-Time Employment

A special OPM demonstration program beginning in early 1980, will enable selected Federal agencies to fill part-time jobs under streamlined procedures.

The project called the Part-time Demonstration Hire Program, is designed to help agencies deal with the shortages of qualified part-time candidates which personnel offices are reporting in many occupational fields. It will enable agencies to offer on the spot career-conditional appointments to qualified candidates whom they recruit.

To insure that only "true" part-time candidates are hired under this special program, appointees will be prohibited from noncompetitively moving to full-time positions for at least one year following appointment.

Details on the agencies and locations where this special program will be used will be published in future issues of *Women in Action*.

READEX FICHE

10/2

women in action

A Federal Women's Program Publication

Vol. 10 No. 2 March/April 1980

New Standards for the Equal Opportunity Occupations

by Jim O'Connell

The shape of the equal opportunity occupation is changing as fast as Washington weather on a spring afternoon. Only yesterday, or at least a few years ago, the equal opportunity occupation didn't exist. Today, the functions are so varied and the work so diverse that it has overflowed the boundaries of a single occupation. Tomorrow is anybody's guess.

Brand new 1980 model occupational standards are coming soon to replace the old 1972 models now in effect. New titles like equal opportunity manager, civil rights analyst, and equal opportunity assistant will be in use before the end of this year in some Federal agencies. But more than just the titles are new. Nine (count them, *nine*) new classification and qualification standards are being readied for release to Federal agencies. What these standards will do is important to Federal Women's Program Managers and other equal opportunity workers.

The nine new equal opportunity standards will:

- establish four new equal opportunity series including (1) an internal Federal EEO series in the GS-200, Personnel Management and Industrial Relations Group, (2) a research series, (3) a compliance series, and (4) a technician series;
- provide job grading guidelines for each of the four new series—the first time grade level criteria have been published specifically for the equal opportunity occupations;
- set updated minimum qualification requirements geared more closely to each individual new series; and
- establish revised qualification requirements for EEO collateral assignments.

The first thing that equal opportunity workers will want to know is, "How will this standard affect my grade?". But no one can tell for certain until the standard is applied to your job. Right now, all we can say is that not many grades should change—either up or down—as a result of application of these standards. Certainly very few positions that were correctly classified before should go up or down in grade when the new standards are used. The grade levels established by law haven't changed. The new standards only express grade levels more clearly and specifically in occupational terms.

The most obvious development in the standards is the establishment of three new series in place of the Equal Opportunity Series, GS-160. This decision evolved slowly.

From the very beginning of the equal opportunity occupational study, I was impressed by the variety of work performed by Federal employees in the Equal Opportunity Series. From my earliest interviews of employees and managers, I discovered that the present structure of job specializations in the series (employment, housing and education) no longer made sense. So, when we released draft standards for comment in mid-1978, we recommended that the series be divided into three different specializations: internal Federal EEO, research and compliance (generally geared to the private sector).

We received thousands of pages of comments on the draft from 155 organi-

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New Standards

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zations and individuals. The overall message in the comments was clear: tailor the standards more closely to each of the three different kinds of work. Upon following this recommendation we found that we had produced, in effect, three separate sets of position classification and qualification standards—one for each of the specializations. It then became clear that we really had three series—because the jobs were so different.

One effect of the three-series concept is that the Equal Employment Opportunity Series, covering internal Federal EEO positions, can be placed in the GS-200, Personnel Management and Industrial Relations Group. This should have some positive implications for career mobility between the personnel and internal Federal EEO occupations. It also emphasizes the similarities and interrelationships between the EEO and personnel functions. But establishment of this new series is completely unrelated to agency management decisions to either separate or combine personnel and EEO functions organizationally.

Jim O'Connell is an occupational specialist in the Standards Development Center, OPM. In sixteen years in the Federal Service he has worked in community development, management analysis, and personnel administration. In recent years he has served as a consultant on EEO, an agency chief classifier, an investigator of alleged merit system violations, an expert witness on job evaluation in Federal Court, and a developer of occupational standards.

Like all other occupational standards, these new standards are tools. The position classification standards are for determining the proper grade level and series; the qualifications standards are for determining if job applicants have the kinds of skills and knowledges needed for the job.

Occupational standards can provide examples of how jobs can be designed. The new classification standard for the Equal Employment Opportunity Series, GS-260, provides benchmark position examples that stress EEO consulting roles. The standard presents the occupation as one of advisors to top management who also are advocates for EEO—as all management advisors are advocates for their particular program areas. It focuses on the analytical, evaluative, and communication tasks of equal employment managers. It illustrates their roles as organizational change agents who identify institutional barriers to EEO and develop concrete action to change the policies and practices of the agencies they serve.

As tools, these standards will have an impact only when they are used properly. That's why it's so important to understand what these standards cannot do.

- The new Equal Employment Opportunity Series classification standard does not prescribe organizational structures. For example, it does *not* say that equal opportunity positions should or should not be located in the same organization as the personnel function. Organization design is a decision to be made by management in each agency.
- Occupational standards do not prescribe duties. The line supervisor assigns duties to a position. The classification standard then is used as a tool for determining the grade level, series and title of the position once the duties and responsibilities have been assigned.
- The equal opportunity classification standards cannot specify grade levels for positions at specific organizational levels. Grade levels are based on the duties, responsibilities and qualification requirements of the position. These classification elements are only indirectly related to the organizational echelon of a position. So, two positions may be at the same organizational level but have different grades because the level of responsibility is different.
- These occupational standards do little to either enhance or detract from the prestige of the occupation or the power and authority of people in it. The establishment of a standard provides a measure of recognition. But power, authority and prestige stem from other roots.

Nevertheless, these new standards will reduce uncertainty about grade levels and qualification requirements. Therefore they will have a positive impact on the evolution of the equal opportunity occupations in particular, and on EEO in general.

Feminist Telephone Hotline

WOMEN USA, in an effort to reach out and activate unorganized women, has set up a 24-hour hot line number that will provide callers with a taped information and action message on such issues as ERA, inflation, child care, social security, reproductive freedom, jobs, the U.S. budget and other important areas of concern to women. Says former Congresswoman Bella Abzug, President of WOMEN USA, Inc., "In addition to getting an up-date briefing on a specific issue, the caller also gets a suggested action-a letter or telegram she can send to Washington, a phone call she can make, a rally she can attend. By encouraging the thousands of women to act at the same time, we hope to make the majority voice of women heard more effectively in Washington and on the national scene."

The toll free nationwide number is (800) 221-4945. In New York State, callers should dial (212) 344-2531. The message will be changed weekly or as the need demands.

WOMEN USA, recently founded by Ms. Abzug and others, is aimed at grass roots women who support the goals of the women's movement and want to become more active, but are too busy at home and/or work to become deeply involved with organized activities. WOMEN USA, gives the women the means to connect with other women in a national action network. (Reprinted from Women Today, Volume X, Issue #1, January 11, 1980). The opinions and recommendations on the hotline are those of WOMEN, USA, and are not endorsed by the Office of Personnel Management.

The equal opportunity standards were being edited while this article was written; they will be at the printers by the time you read this, and will be distributed in a few months. These standards will go to agency personnel offices and other standards subscribers. Everyone gets them at about the same time. You may wish to check with your agency personnel office from time to time to see if copies have arrived.

U.S. Prepares for U.N. Mid Decade Conference in Copenhagen

U.S. Government officials are in the midst of planning for this country's participation in the World Conference on Women, to be held in Copenhagen, Denmark in July, 1980. The Conference marks the mid-point of the United Nations Decade for Women, 1976–1985, and is being convened for the purpose of reviewing women's status throughout the world.

The World Conference will be attended by representatives of governments and organizations with official UN observer status. Conference delegates will consider women's progress and obstacles encountered during the first five years of the Decade, and will also propose a program of action for the next five years. Subthemes for discussion include education, health, employment, women and apartheid, Palestinian women, women as refugees, and women and peace.

U.S. conference efforts are being coordinated by the U.S. Secretariat for the World Conference of the UN Decade for Women, 1980. The Secretariat will

- develop national policy papers on each of the subthemes;
- plan and coordinate public outreach efforts; and
- brief the U.S. delegation prior to the conference.

Vivian Lowery Derryck is the director of the U.S. Secretariat. A specialist on women in development, Derryck has a wide range of experience which has focused on education and Third World women, including four years spent in West Africa teaching and conducting research on the relationship of women, education and development.

Deputy Director Maureen Whalen is a lawyer who has served as an Executive Director of the National Council on Women, Work and Welfare, and as a lobbyist for Women's Lobby. Whalen has extensive experience in organizing grass roots women's groups, particularly among poor and low income women.

The Secretariat is planning a major outreach effort to American women in preparation for the World Conference. Six

Vivian L. Derryck
Director
U.S. Secretariat

two-day regional conferences, and five one-day meetings will take place in each Federal region and the District of Columbia. In this way, American women can make their concerns as well as their successes known, and gain a sense of participation in the World Conference effort. The information gained at this series of gatherings will be used by the Secretariat to develop position papers and briefing materials for the U.S. delegation, and will be compiled into a comprehensive report on the status of women in the U.S. which will be made available to Copenhagen participants.

Two-day conferences are scheduled to be held in Dallas, Denver, New York, San Francisco, Philadelphia and Washington, D.C. (see box). One-day conference dates have not yet been established, but it is expected that they will be held in Atlanta, Boston, Kansas City, Minneapolis and Seattle. The conferences have three major objectives:

- review progress made in attaining the goals of the National Plan of Action endorsed by American women in Houston, 1977;
- assess obstacles faced by American women when trying to meet these goals; and
- develop strategies that American women can use in the next five years to meet the goals of the UN Decade for Women.

Conference participation will be by invitation only, and every effort will be made to assure that all socioeconomic, ethnic, racial, religious, and age groups are represented. Federal employees will be among those invited, and FWP Managers will be represented. Several Federal agencies are working with the Secretariat on the conferences, and Federal volunteers are needed to assist with conference registration, administration, recording of workshops, and moderating panels. Volunteers will be admitted to the conferences, so this is an excellent opportunity for FWP Managers and other employees to be of assistance and to also participate.

In preparation for the regional conferences, the Secretariat has held a series of meetings with approximately 250 Federal women representing every Department and Agency to brief them and solicit opinions and suggestions regarding issues to be addressed and other aspects of preparing for the U.S. and World Conferences.

While the UN World Conference on Women is taking place in Copenhagen, a Mid-Decade Forum will be held across town. The Forum is being sponsored by Non-Governmental Organizations (NGO's), and is being organized in consultation with the United Nations and the government of Denmark. Organization representatives, Conference delegates and development workers will participate. Women and men from many geographic areas and backgrounds will assess the status of women at Mid-Decade and propose strategies for change. The Forum will take no position on issues discussed and will not adopt formal resolutions in its own name. (For additional information on the Forum, write to: NGO Mid-Decade Forum, Room 574, 600 Lexington Avenue, New York, New York, 10022.)

Don't Use Govt Envelopes To File Job Apps

OPM feels that many Federal employees may unknowingly be breaking the law by using postage paid agency envelopes to file for Federal jobs and to appeal selection or promotion ratings. FPM Bulletin 735-6, issued January 3, 1980, reminds agencies that the filing of job applications and rating appeals are personal matters, and not official government business. OPM points out that although the individual submitting the application is a Federal employee, that person is not acting within the scope of his or her present job when applying for another position.

Federal Women's Program Managers might want to remind internal applicants of this prescription when counseling employees regarding job opportunities. While FWP Managers may use the postage paid envelopes to submit applications of candidates who were contacted as part of the FWPM's official duties, FWPM's may *not* use the envelopes to submit their own applications and appeals. For additional information, see FPM Bulletin 735-6, available in your personnel office.

U.S. Regional Conferences in Preparation for The World Conference on Women

City	Dates	States Included	Conference Coordinator
Dallas	March 14-15	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Arkansas, Louisiana, New Mexico, Oklahoma, Texas	Guanita Reiter Environmental Protection Agency FTS Phone: 729-2850
Denver	March 27-28	Iowa, Kansas, Missouri, Nebraska, Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming	Janice Gerhardt US Department of Labor Women's Bureau FTS Phone: 327-4138 Commercial: 303-837-4138
New York	April 10-11	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, New Jersey, New York, Puerto Rico, Virgin Islands	Mary Tobin Department of Labor Women's Bureau FTS Phone: 662-3445 Commercial: 212-399-3445
San Francisco	April 25-26 (tentative)	Arizona, California, Hawaii, Nevada, American Samoa, Guam, Trust Territory, Alaska, Idaho, Oregon, Washington	Gay Cobb US Department of Labor Women's Bureau FTS Phone: 556-2377 Commercial: 415-556-2377
Philadelphia	May 9-10	Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia, Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin	Dorothe Dow US Department of Labor Women's Bureau FTS Phone: 596-1183 Commercial: 215-596-1183
Washington, D.C.	late May		The Secretariat

The address of the Secretariat is: U.S. Secretariat for the World Conference of the UN Decade for Women, 1980
M/WCW, Room 1004
Department of State
Washington, D.C. 20520

Women's Rights and the Military

"The military is one of the largest providers of education, job training and employment in American society . . . If women are denied opportunities in the military simply because they are women, this is a serious injustice and a loss to the nation." Carol Parr, Executive Director of the Women's Equity Action League Education and Legal Defense Fund, wants the American public to recognize the significance of women's participation-or lack thereof-in the military. For this reason the WEAL Fund has published a Kit on Women and the Military which is designed to provoke discussion and provide useful information to bring about institutional change.

Included in the Kit are "Common Misconceptions About Women in the Military" and issue papers addressing topics such as women and the draft, women in combat, and minority women in the military. In addition, there is comparative information about careers for women in each branch of the service and addresses to which one can write for additional information.

The Kit also includes some ideas and strategies for effecting change in the military as well as information about organizations that may provide assistance. Three bibliographies provide additional resources, one of which focuses on women in the military for young readers.

To obtain a copy of the kit, send $3.50 to WEAL Fund, 805 15th Street N.W., Suite 822, Washington, D.C. 20005.

Correction

In the November/December 1979 issue of WOMEN IN ACTION the lead article, "Why Not Equal Pay?", deleted portions of 2 consecutive sentences. On page 2, the middle column, line 16 should read, "One survey would show the clerical jobs, worth 200 points, were being paid $200 a week, the other survey would show that professional jobs, worth 200 points, were being paid $300 a week. The senior secretary might then be paid $200 a week, and the junior accountant $300 a week; an equal value but not an equal pay system."

Mark Your Calendars Now

Calendar of Events

We are very grateful to the President's Advisory Committee on Women, chaired by Lynda Johnson Robb, for assembling the first comprehensive Calendar of Events for women's organizations. These events will help FWPM's to sharpen their professional skills, become better informed on issues related to women, and develop recruitment sources to assist agencies in meeting the goals of their Federal Equal Opportunity Recruitment Programs.

Unfortunately, current funding levels do not allow the President's Advisory Committee to print and distribute the massive listing. We have therefore selected exerpts from the Calendar which we thought would be most useful to Federal officials, using WOMEN IN ACTION to reach a large number of constituents in an economical way. We hope that you will make good use of the Calendar for program planning and budgeting purposes. If you are aware of a significant deletion, please bring it to our attention. Overzealous editing by OPM or an oversight by the Committee staff may have resulted in omissions. If you wish to submit a significant addition to the listing, contact Faith Berry, Women's Bureau, Department of Labor, 200 Constitution Avenue N.W., Room S3002, Washington, D.C. 20210. Please do not ask the Advisory Committee or the OPM for copies of the complete calendar. We will do our best to keep you informed through WOMEN IN ACTION.

We are very grateful to Faith for her dedicated efforts. Thanks, Faith, for providing a long needed resource!

FEW National Training Program

The annual FEW National Training Conference will be held in Washington, D.C. at the Shoreham Americana Hotel, July 10–13, 1980. The conference will include a wide range of workshops in career management; job and personal effectiveness; the Federal personnel system; special group concerns; financial, legal and health concerns; and the quality of life. Additionally, special sessions on critical issues of the day will focus on pay reform, universal social security coverage, veteran's preference, ERA, day care and sexual harassment. Registration fees for the conference will be approximately $125 for FEW members and $175 for non-FEW members. For further information call the conference hotline at 301–946–0418.

OPM Training Seminar

OPM will again sponsor a one-day training seminar preceeding the National FEW Training Program. Entitled "Making the System Work for You: Decentralization and the FWPM" the session will focus on FWPM's changing responsibilities in light of Civil Service Reform, EEO Reorganization, and changing agency perspectives of the FWP. The seminar will focus on specific actions that FWPM's should be taking to make the new flexibilities work for, instead of against, them. Registration is $50, and applications will be accepted on a first come, first served basis. Your application should be received by June 10th to assure acceptance. Submit Standard Form 170 to the Office of Personnel Management, Personnel Management Training Center, P.O. Box 7230, Washington, D.C. 20044.

MANA National Conference

The Mexican American Women's National Association (MANA) will be having their 4th National Conference on July 23–26, 1980, at the International Inn, Washington, D.C. MANA members are dedicated to the advancement of Mexican American women by fostering and promoting leadership among its women, improving nationwide communications between Chicanas and supporting the activities of organizations whose goals are in concert with MANA. The conference will include a White House tour and briefing for a limited number of participants, so early registration is requested. For further information contact the MANA office at L'Enfant Plaza Station, S.W., P.O. Box 23656, Washington, D.C. 20024. Telephone: 202–331–7667. The 1980 Conference chair is Elia Kerr, FWP & HEP Manager for the Office of Surface Mining, Department of Interior.

National Hispanic Feminist Conference

Although this may reach you too late, some of our readers may still be able to attend the National Hispanic Feminist Conference in San Jose, California, on March 29 and 30. Co-sponsored by the U.S. Office of Education and the San Jose State University, the conference will focus on dialogue and theory for social action between feminist scholars, researchers and community workers. The conference will address itself specifically to the tremendous need for research on Hispanic women and for viable ways to implement and share this knowledge with the Hispanic community and society at large.

The conference registration fee is $35 ($15 for students). For additional information on the conference and hotel arrangements, contact Dr. Sylvia A. Gonzales, Project Director National Hispanic Feminist Conference, Business Tower, Room 456, San Jose State University, San Jose, California 95192. Telephone: 408–277–3906.

women in action

Women In Action is the bi-monthly newsletter of the Federal Women's Program.

Women In Action can be ordered in bulk for a few cents a copy by Government agency printing officers by riding OPM's **Women In Action** requisition at the Government Printing Office (refer to OPM requisition no. 79-47). It is available by subscription to individuals outside the Federal Government ($5.00 domestic and $6.50 foreign, annual rate). Subscription address **only** is Superintendent of Documents, GPO, Washington, D.C. 20402

United States of America
Office of Personnel Management
Washington, D.C. 20415

Calendar of Events

Compiled by the President's Advisory Committee on Women

Date	Organization & Contact	Activity	City/State
March 1–3	International Association for Personnel Women Contact: Connie Sternberg 212-734-8160	Annual Conference	Minneapolis, MN
March 2	Women's Committee of the President's Committee on Employment of the Handicapped Contact: Mary T. Stewart 202-653-5006	Spring Meeting	Washington, DC
March 3–7	League of Women Voters of the U.S. Contact: Betsy Gutman 202-296-1770	National Convention	Washington, DC
March 3–9	American Psychiatric Assoc. Contact: Jeanne Spurlock, MD 202-797-4900	Annual Meeting	San Francisco, CA
March 4–9	Teachers of English to Speakers of Other Languages Contact: P. Larsen Alemany CCC 750 Eddy St., San Francisco, CA 94109	Conference	San Francisco, CA
March 5	American Indian Women: Career Development in the 80's sponsored by Dept. of Labor Office of EEO, the Women's Bureau and the Interagency Task Force on American Indian Women Contact: Fayetta de Montigny FTS: 523-6707	Conference	Washington, DC
March 9–12	B'nai B'rith Women Contact: Harriette Stonehill 202-857-6628	National Convention	Washington, DC
March 14–15	BPW Foundation Contact: Genrose Femley 202-293-1200		College Park, MD
March 14–16	Asian Women United Contact: Jacqueline Huey 212-362-3192	Conference on Asian American Women's Educational Issues	City University of N.Y. Grad Center, N.Y.C.
March 15	Math/Science Network Resource Center Contact: Joann Koltnow 415-635-5074	"Expanding Your Horizons" Conferences	throughout California & other States
March 18	President's Advisory Committee on Women Employment/Work Subcommittee Contact: 202-523-6707	Monthly Meeting Public may observe	Washington, DC
March 24–28	American Physical Society Committee on the Status of Women in Physics Contact: Prof. Judy Franz 812-337-4359	American Physical Society Meeting	New York, NY
March 26–29	American Personnel & Guidance Association Contact: Dr. Jane Howard-Jasper 703-820-4700, ext. 276	APGA Convention	Falls Church, VA
March 27–29	Ethno-perspective in Bilingual Education Research: Forum Contact: Raymond Padilla 313-487-1035	Eastern Michigan University Forum	Ypsilanti, MI

Date	Organization & Contact	Activity	City/State
March 28–29	Nat'l Assoc. for Vietnamese-American Education Contact: Vuong G. Thuy Temple Univ. 215-787-6285	Conference on The Indo-Chinese in America: "New Challenges, Opportunities & Directions"	Washington, DC
April 7	Management Education for Women Contact: Joan Koehler 617-235-1200, ext. 340	Education for Further Management Responsibility	Babson, MA
April 7–11	American Education Research Assoc. Contact: William J Russell 202-223-9485	Annual Meeting	Boston, MA
April 13–16	American Society for Public Administration Contact: Sally Gutierrez 213-741-6081	Annual Conference	San Francisco
April 20–23	American Indian/Alaska Native Nurses Association Contact: Janice Kekahbah 405-321-4615	Board Meeting/Annual Conference	Phoenix, AZ
April 30	Women's Committee of the President's Committee on Employment of the Handicapped Contact: Mary T. Stewart 202-653-5006	Volunteer Service Programs	Washington, DC
May 3–4	Women's Equity Action League Contact: WEAL national office 202-638-4560	Annual Meeting	Detroit, MI
May 5–9	Women in Community Service, Inc. Contact: Dr. Arlene Schindler 202-293-1343	Annual Corporate Meeting	Minneapolis, MN
May 22–24	National Association of Railway Business Women Contact: Frances Hale 901-398-9892	Annual Convention	Cincinnati, OH
June 2–6	General Federation of Women's Clubs Contact: Mrs. A.M. Quint 202-347-3168	89th Annual Convention	St. Louis, MO
June 3–8	American Women in Radio and Television Inc. Contact: M. Diana Gurick 202-296-0009	National Convention of AWRT	Washington, DC
June 8–13	American Nurses' Association Contact: William L. Kuehn 816-474-5720	Biennial Convention	Houston, TX
June 9–12	National Retired Teachers Assoc. American Assoc. of Retired Persons Contact: Dr. Margaret L. Arnold 202-872-4715	AARP Biennial Convention	Washington, DC
June 12	Women for Progress of Mississippi, Inc. Contact: Dorothy Stewart 601-983-5776 601-981-2774	"Violence Against Women"	Jackson, MS
June 12–14	American Society of Women Accountants Contact: Eileen Mueller 312-341-9078	Spring Conference	Anchorage, AK
June 19–21	National Federation of Press Women, Inc. Contact: Lois Lauer Wolfe 816-229-8191	Annual Convention	Des Moines, IA
June 22–26	Phi Chi Theta, Prof. Fraternity for Women in Business Administration & Economics Contact: Mrs. Jessie Erickson 415-681-0575	Biennial Meeting (Convention)	Los Angeles, CA

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Date	Organization & Contact	Activity	City/State
June 23–27	American Home Economics Association Contact: Kathy Sanson 202-862-8334	Annual Meeting	Dallas, TX
July 9–11	Americans for Indian Opportunity Contact: LaDonna Harris 505-842-0963	Annual Board Meeting	Albuquerque, NM
July 10–13	Federally Employed Women, Inc. Contact: 301-946-0418	Annual Training Program	Washington, DC
July 13–17	Zonta International (Women Business Owners) Contact: Marion Dudley 312-939-3850	Zonta International Convention	Washington, DC
July 14–18	The National Secretaries Association (International) Contact: Lois J. Wilkinson 816-474-5755	International Convention	Washington, DC
July 20–24	The National Federation of Business & Professional Women's Clubs, Inc. Contact: Lynda Courville 202-293-1100	National Convention	Omaha, NE
July 26–Aug. 1	National Association of Colored Women's Clubs, Inc. Contact: Inez W. Tinsley 202-726-2044/2027	84th Anniversary & 42nd Biennial Convention	Washington, DC
Aug. 17–24	National Ladies Auxiliary, Jewish War Veterans of the U.S. Contact: Ina Halperin 202-667-9061	National Convention	New Orleans, LA
Sept. 14–18	North American Women's Commission on Alcohol & Drug Abuse Contact: Roger Stevenson 202-452-0990	31st Annual Meeting	Washington, DC
Sept. 17–21	National Association of Women in Construction Contact: Betty Kornegay 817-335-9711	Annual Convention	Phoenix, AZ
Oct. 5–8	National Association of Bank Women, Inc. Contact: Phyllis M. Haeger 312-565-4100	58th Annual Convention	Washington, DC
Oct. 3–5	National Organization for Women Contact: Ellie Smeal 202-347-2279	National Conference	San Antonio, TX
Oct. 26–Nov. 4	Inter American Commission Contact: Carmen Delgado Votaw 202-789-6084	Assembly of Delegates	Santo Domingo, Dominican Republic
Nov. 8–11	American Medical Women's Assoc. Inc. Contact: Lorraine Loesel 212-586-8683	Annual Meeting	Albuquerque, NM
Nov. 21–24	American Speech-Language-Hearing Assn. Contact: Kathleen M. Griffin 301-897-5700	Annual Convention	Detroit, MI
Jan. 15	National Commission on Working Women/Center for Women & Work Contact: Sandi Risser 202-466-6770	Women at Work	Washington, DC

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women in action

A Federal Women's Program publication

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Executive and Managerial Development—For Whom?

"If we are to achieve a representative workforce, we must take stronger actions to improve the representation of women, minorities and handicapped individuals in executive and managerial positions. I urge each Federal department and agency to examine its Executive and Managerial Development Programs to assure that they support the organization's affirmative employment goals," Alan K. Campbell, Director of the Office of Personnel Management stated.

In recent months agency Executive Resource Boards and training officers have been designing Executive Development Programs that will assure high quality candidates for the organization's Senior Executive Service. At the same time, EEO Specialists have been identifying categories of underrepresentation of minorities, women and handicapped individuals in the workforce, then designing internal and external recruitment efforts to implement the Federal Equal Opportunity Recruitment Program (FEORP). While both groups would agree that a successful Executive Development Program should be representative, it appears that most agencies are designing their Executive Development and Federal Equal Opportunity Recruitment Programs independently of each other. We believe that affirmative efforts must be an integral part of every personnel management program, and have designed this issue of Women in Action to assist EEO staff who would like to know more about the executive development process.

We will attempt to tell you what executive and managerial development efforts should be made by your agency, how the special emphasis program manager can participate in that process, and how a potential candidate can prepare herself to be more competitive for managerial, executive and SES positions. While we focus on the needs of the Federal Women's Program, the principles and advice will of course apply to all groups of employees.

Be sure to seek out the OPM issuances cited; your agency training or personnel officer should have them available for your review. We hope that this issue will promote greater understanding, interaction and results on the part of EEO and training/executive development staffs in your organization.

As the Associate Director for Executive Personnel and Management Development, Sally Greenberg directs all OPM efforts related to the Senior Executive Service and Executive Development. Greenberg experienced the mid level plateau that is typical of so many Federal women's careers, so she is particularly sensitive to the need for improving women's representation in management and executive development programs. Greenberg will be a luncheon speaker at OPM's training seminar on July 9, 1980. See the article in this issue for more seminar information.

PM 1.20:

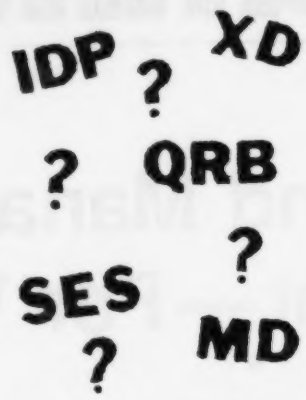
Getting To Know XD

"Many Americans are saying that the Federal Government is unresponsive, it doesn't represent them. With this environment of public skepticism and mistrust, it is especially important that those who make Federal policy and those who assure that it is effectively carried out be representative of the American people. This is why we feel so strongly about tying affirmative employment to executive development," A. Diane Graham, OPM's Assistant Director for Affirmative Employment Programs recently stated.

Graham encourages special emphasis program managers to become more familiar with executive development principles and programs so that they can work to improve representation of women and minorities in the executive ranks. All Federal agencies are required to have development programs for SES candidates and members which have been approved by the Office of Personnel Management (OPM). Federal Personnel Manual Bulletin 920–36 dated February 5, 1980, outlines program requirements and is a helpful guide to understanding executive development (XD).

The Bulletin points out that each agency head is responsible for creating a climate in his or her organization which is conducive to executive/managerial growth and development. SES members are, in turn, responsible for developing themselves and their subordinates. SES members are to be evaluated on the effectiveness of their subordinate development efforts.

An OPM qualification review board must certify the executive qualifications of all initial career appointees to the SES, including those who have completed an approved XD program. However, the board will presume that a graduate of an approved SES candidate development program meets the executive qualifications for initial career appointment to the SES. Persons who are certified in this manner are automatically in the "well qualified"



group for any managerial SES position for which they meet the technical/professional qualifications.

FPM Bulletin 920–36 outlines specific criteria for agency XD programs. While the management, funding and staffing of XD programs are addressed, FWP Managers will be most interested in the criteria for candidate selection and development.

FWPM's will want to assure that their agencies' programs maximize opportunities for women. The criteria require selection systems to be based upon the managerial and technical competencies required for the agency's SES positions; that they be consistent with merit principles and the Uniform Guidelines on Employee Selection; and that they serve to further progress toward affirmative employment objectives.

Agencies are encouraged to consider candidates from outside the agency and outside the Federal Government. OPM requires all agencies with more than 150 SES positions (see box) to consider applicants from other agencies. It expects agencies which recruit government-wide to have at least 8% of their participants from outside the agency over a three-year period.

If agencies are serious about achieving a representative SES, they will find that they must not only recruit outside the agency, but also outside the Federal Government. In 1979, over 92% of all GS-15 positions were held by non-minorities, and over 94% were held by men. OPM is providing agencies with new, flexible authorities to aid agencies that wish to recruit and select from non-Federal sources. FPM Bulletin 920–41 explains how agencies may use Schedule B hiring authority for non-status candidates. This permits agencies to apply SES merit staffing procedures without having to go through OPM registers.

Once a person is selected for an XD program, he or she must have an individual development plan (IDP) which specifies the developmental activities to be undertaken during the program. Agencies must systematically identify the competencies required for their executive positions, and individuals must gear their developmental activities to those competencies.

Depending upon the needs of the participants, programs must provide

—an opportunity to assess personal strengths and needs prior to planning the IDP. Every effort should be made to ensure that development proceeds in a planned and systematic manner;

—training in managerial theory and practice (when indicated through the IDP process);

—participation in OPM sponsored interagency executive development training focused on government-wide executive competencies;

—orientation to executive management in the agency involving contact with key executives who manage major agency functions;

—orientation to the clientele of the agency, which will provide insight regarding the impact of agency programs;

—developmental assignments which will meet participants' needs for work experience identified through the IDP process. This can include line and staff assignments at headquarters and the field, as well as developmental assignments with volunteer associations,

(continued on p. 4)

Got The Mid Level Blues? Watch For Managerial Development Programs

When agencies seek qualified women candidates for their executive development programs, they usually find that there are very few women at the grade level which makes them eligible to compete (see graph p. 4). Agencies are recognizing that there are talented, capable women who are dead-ended in mid-level jobs, and that there must be special efforts to get them into the career pipeline if the executive ranks are ever to be representative. Managerial Development Programs are an excellent means of identifying and developing the managers of tomorrow—including women.

The Civil Service Reform Act requires agencies to establish Executive Development Programs. OPM recognizes that managerial development is an integral part of agency career development programs leading to the Senior Executive Service. As a result, OPM is now preparing Federal Personnel Manual guidance on managerial development, and expects a bulletin in the 920 series to be issued around June 1980.

OPM's expectations for managerial development are based upon certain premises which will be reflected in the proposed guidance.

—Managerial development should serve to improve organizational and individual performance, advance the best managers to higher level positions, and further progress towards the government-wide objective of a more representative Federal workforce at all levels.

—It is possible to know what makes managers at different levels and in different occupations successful—that is, the competencies which are required for successful managerial performance can be identified. When identified, a variety of ways to obtain such competencies can be devised and tested. Viewing an individual's experience from the perspective of acquired or demonstrated skills and know-how rather than from the perspective of work history permits a better link to job suitability, to performance, and to management potential;

—Individual managerial performance can be evaluated, both in terms of specific work objectives and clearly specified generic managerial competencies;

—Managerial development includes much more than training, although managerial training is one of its key elements. Most managerial competencies are acquired through work experience and through interaction with effective managers;

—All managers merit continuing development targeted at their individual needs within the context of agency mission. Intensive development and training of managers for future responsibilities should be provided selectively in line with merit principles to those who show the most promise for improving productivity and effectiveness of the Government; and

—Responsibility for managerial development is shared between the individual and the organization.

These premises are consistent with the recommendations of national-level FWP Managers who discussed Managerial Development Programs at a CSC-sponsored conference in 1978. The FWPM's stated that special efforts would be necessary to identify and assist women who are dead-ended in mid-level positions, and move them into the management pipeline. FWPM's agreed that there are many women in the Federal workforce who are capable of serving in a managerial capacity, but that traditional selection devices for such positions or special training programs did not identify them as such.

The SF 171 application frequently doesn't tell the full story of what a candidate is capable of doing. Many women do not know how to express their volunteer and unpaid work experience in terms which can be evaluated by staffing specialists. Also, some women have been discriminated against when it came to work assignments, promotions and details, so their 171's reflect what

(continued on p. 4)

Managerial Development

(continued from p. 3)

they have been permitted to do, and not what they are able to do.

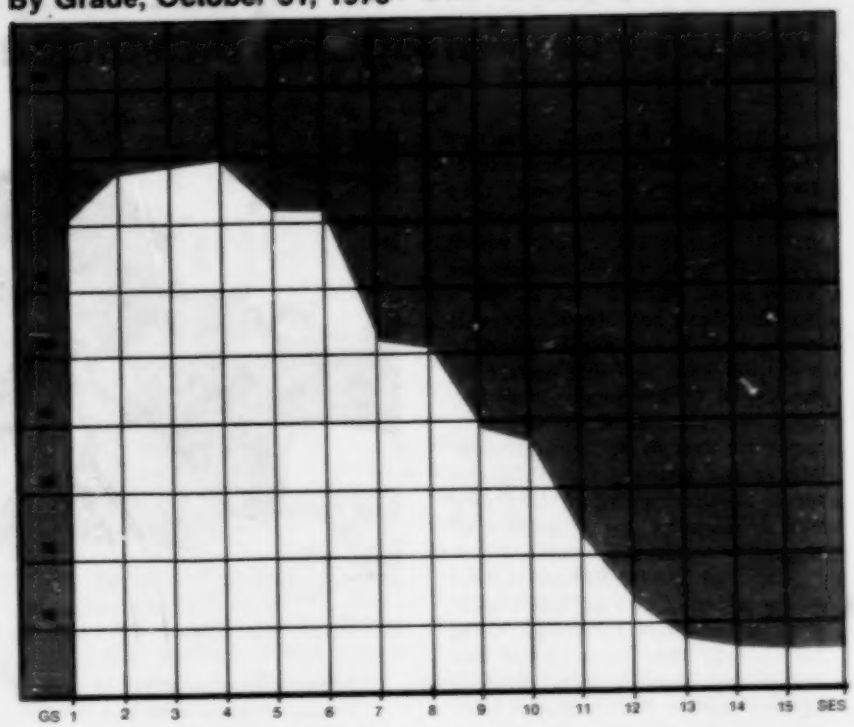
Competency-based selection devices which avoid reliance on a work history such as the 171 are expected to result in a higher proportion of women selected for managerial development and slots.

Another barrier to women's selection is being addressed. Too often, women have assumed that if they work hard and become an expert in their field, they will be rewarded with more responsible positions. Instead of getting the expected promotion, they are perceived as "an excellent technician but not management material." FPM Bulletin 920–26 (issued in August, 1979) encourages agencies to take this problem into consideration when designing selection systems for managerial development programs. "Since past employment practices may have placed disproportionate numbers of women and minority employees in specialist as opposed to supervisory or management positions, particular care should be taken that selection systems do *not* focus solely upon occupationally well rounded employees, but also consider talented and effective specialists."

OPM's FPM guidance will be general in nature to allow agencies to design programs to meet their particular needs (see "OPM Striving to Eliminate Overregulation"). Sam Phillips, OPM's Assistant Director for Executive and Management Development, notes that "freedom is a two-edged sword; it can be a way of doing nothing, or a way of being very creative."

FWP Managers are encouraged to explore what their agencies are doing in the area of managerial development, and work with the training officers to assure that affirmative action concerns are integrated into the program. Pay particular attention to the selection device which is used, assuring that there are not selection procedures or criteria which tend to screen out disproportionate numbers of women and minorities. Be sure to follow through with employees selected for the program; try to identify potential problems before they arise, to minimize program dropouts by women. Lastly, be sure to monitor the progress or lack thereof of women entering and advancing within the management ranks.

Percent of Women in GS Positions, By Grade, October 31, 1979*



*Full time permanent, GS and equivalent

Getting to Know XD

(continued from p. 2)

State and local government, and international organizations. If the participant has not had recent experience in another agency, an interagency assignment is recommended to provide a broad perspective of program management, policy development and problem solving;

—assessment of participants' progress during the course of the program with periodic coaching and counseling sessions with a senior executive who serves as a mentor, and with staff specialists. The candidate development program should be considered a part of the SES selection process, so persons who do not make appropriate progress should be removed from the program.

As is the case with other program areas, OPM requirements regarding executive development are minimized so that agencies can develop programs to suit their particular needs. The FWPM should be working with the XD/training officer to assure that affirmative employment is an integral part of the agency's career development effort.

How To Make Yourself More Competitive for Top Jobs

Many women feel that they have the ability or potential to be a good manager, yet they are consistently overlooked when the best jobs are filled. While selecting officials have a responsibility to recognize and develop talented employees, women who want to advance can't wait breathlessly to be "discovered" — they must take steps to make themselves more competitive for developmental programs and promotions.

Start with a realistic assessment of the organization, then examine the qualities it seems to value in executives, and assess your strengths and weaknesses against them.

Organizations often project a character or personality, much as a person would. It's helpful to assess the organization's values and expectations in terms of your own needs and expectations. You may have a basic personality conflict to contend with! Does the organization value structure and rigid procedures while you're big on flexibility? Is loyalty to the organization rewarded while your loyalty is to a constituent group? Does the organization like a lot of inter-office consulting and group thinking while you'd rather work quietly in a corner by yourself? Do top jobs seem to be given only to those who've traveled a set career path and "grown up" in a particular occupation?

Unless you are prepared to face constant tension and conflicts, you may find that an organizational change is the first step up the ladder to a new career. If it is impossible or undesirable to make a move, be prepared to compromise and adjust to the needs of the organization, while working for internal change.

Senior Executive Service

If an SES position is your goal, you should familiarize yourself with the procedures and requirements to be complied with. Even if SES jobs seem hopelessly out of reach, it helps to know what to aim for in the long run.

Currently, women hold 5.4% of all positions in the Senior Executive Service. During the first six months the SES was in existence (July 13–December 30, 1979) over 16% of all new appointments went to women (65 out of 397 appointments).

How can you join them? FPM Bulletin 920-32, "Certification of Executive Qualifications by Qualifications Review Boards," can give you an idea of the kinds of skills being sought for the SES. The bulletin briefly describes six leadership areas which are to be evaluated for all SES candidates.

1. Integration of Internal and External Program/Policy Issues—seeing that key national and agency-wide goals, priorities, values etc., are taken into account in carrying out the responsibilities of the immediate work unit (examples: responsiveness to the public; keeping up-to-date with relevant developments; coordinating with other parts of the agency).
2. Organizational Representation and Liaison—establishing and maintaining relationships with key individuals and groups and serving as a spokesperson for one's unit and organization (examples: conducting briefings, giving speeches, persuading, selling, negotiating).
3. Direction and Guidance of Programs, Projects, or Policy Development—establishing goals and the structure and processes necessary to carry them out (examples: long-and short-term planning; information gathering and analysis; research and development; scheduling and work assignment).
4. Resource Acquisition and Administration—knowing the procedures and activities related to obtaining and allocating the resources necessary to support program or policy implementation (examples: staffing, budgeting, procurement, contracting).
5. Utilization of Human Resources—effectively using processes and activities for seeing that people are appropriately employed and dealt with fairly and equitably (examples: assessment of individual capabilities and needs; delegation of work; provision for career development opportunities; performance standards and appraisal; EEO and other Government-wide personnel utilization programs).
6. Review of Implementation and Results—seeing that plans are being implemented and/or adjusted as necessary and that the appropriate results are achieved (examples: periodic monitoring; program evaluation).

When an agency selects someone for an SES position, the selection must be approved by the Qualifications Review Board. The Board is made up of rotating SES members from Federal agencies who examine the qualifications of the nominee in each of the six leadership areas and approve or disapprove appointment to the SES. Candidates must be nominated by an agency, and the agency certifies that they have the required technical competencies for

(continued)

How to Make Yourself More Competitive

that organization. The Board, however, keeps in mind the fact that inter-agency mobility is a key concept of the Senior Executive Service, and when it certifies a candidate for the SES that certification must be applicable governmentwide, not only within one specialized agency. This is why the six leadership areas are so vital to an appointment.

It is interesting that Qualification Review Boards most frequently find candidates to be deficient in area #5, Utilization of Human Resources. While many high-level employees are accustomed to citing their program accomplishments, apparently many have trouble documenting their human resource accomplishments. Managers who have neglected their employee responsibilities, focusing only on mission-related activities, suddenly find themselves at a distinct disadvantage. On the other hand, managers who have taken an active role in the agency's EEO effort and worked with employees to improve their career opportunities will reap the rewards of their involvement.

Women and men who would like to make themselves more competitive for SES positions or candidate development programs should evaluate their experience in each of the six leadership areas, seeing if they can document situations in which they demonstrated the required skills. Systematically identify your strengths and weaknesses in each area, then aggressively and creatively pursue opportunities which will help you to develop the full range of skills. This can be done both on the job and off.

At work, volunteer for special projects, task forces and work groups. Look for the ones which:

- —let you be in charge. This is especially valuable when there is a budget to be managed, as well as staff;
- —require interaction with the highest level officials in your organization or require working closely with VIP's outside of the agency; and
- —deal with different subject matters than those you normally address.

If your job doesn't offer opportunities for such special assignments, you will have to identify developmental experiences outside the work place. This is where professional societies and associations are particularly helpful. Serving as an officer may be time-consuming, but it can present an excellent opportunity for developing leadership skills. This may be your best chance to manage a budget, speak before large groups, negotiate between factions which disagree, and motivate or persuade groups. One woman found that serving as the president of a national feminist organization supplemented her regular job and qualified her for a supergrade position.

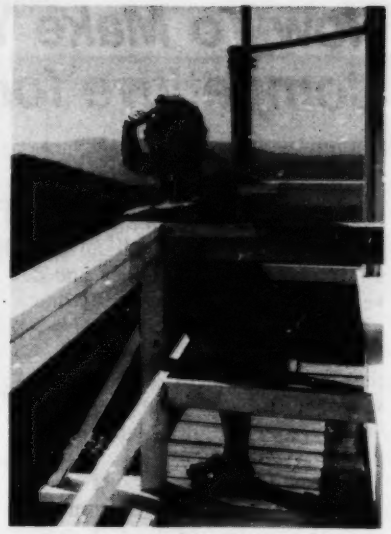
Evaluate other life experience in terms of the six areas. Have you served on a school board? Have you ever been a college instructor? Perhaps you were a military spouse and gained valuable interpersonal/cultural skills abroad. Do you speak a second language? The answers to these questions may be clues to relevant skills.

A key phrase to remember is "breadth and depth," Many of us know one or two subjects thoroughly, and must therefore concentrate on getting more "breadth"—demonstrating that we can operate successfully in a wide range of situations.

Management

OPM recently conducted a survey to identify competencies required to be an effective manager. The purpose of the research is to assist OPM in designing its new management training curriculum, but an important spin-off will be clues for employees who want to make themselves more competitive for management development programs and managerial positions.

Although the results of OPM research are not yet available, the recommendations of a task force on executive and management curriculums can give us some direction. The task force, whose work formed



the basis for the current study, identified three broad categories of executive and managerial competencies:

1. management processes—competencies related to the structure, activities and procedures through which work is accomplished;
2. personal/interpersonal — competencies related to working through and with people; and
3. environment—competencies relating to interaction between the organization and the broader arena within which it operates.

Examples of management processes include knowledge and acceptance of the role of manager; ability to set objectives and evaluate accomplishments; ability to organize resources and structure to accomplish program goals; and ability to utilize basic management support systems in personnel, budget, research and development, EDP/information systems, and procurement.

Personal/interpersonal competencies relate to the ability to use appropriate leadership styles; the ability to negotiate on a wide range of issues; the ability to write clearly and concisely; and the ability to assess one's own strengths and weaknesses.

Examples of environmental competencies include recognizing the special responsibilities of the public

(continued)

trust; understanding the relationship between career executives and political executives; familiarity with relevant technological developments; and understanding general economic and social issues.

It's no coincidence that managerial competencies closely resemble the SES leadership areas. Use these as guides as you discuss your training and development needs with your supervisor, and as you map out your career strategies.

Barriers to Women

While identifying the competencies to develop is important, the smart woman will be sensitive to other factors at work. She needs to recognize that there are patterns of behavior that typically occur, and sometimes act as a barrier to her advancement in the organization. Both women and men contribute to the problem. An ongoing study conducted by the Center for Research on Women at Wellesley College, Wellesley, Mass., will help women to identify some of the factors that they can control themselves.

Ann Harlan and Carol Weiss are working to identify barriers to women's advancement in the executive ranks. They summarized some of women's problems as follows:

1) Women often don't have a clear sense as to when to leave a job. Once selected, women tend to favor high performance as the way to "get ahead." In the process they become indispensable and too expensive for management to replace.

2) Women tend to accept dead end positions. Although a position appears to be lucrative, it may lack real power. A woman should ask the following questions before accepting a new job:

- —Did the position start out as a man's position?
- —Is the position a female ghetto?
- —Is the position less attractive or less prestigious if a woman holds it?
- —What is the perception of power associated with that position?
- —What happened to the person who previously held the job in terms of upward mobility?

3) Women don't always sell themselves during the interview process. Although women haven't been in positions of power in the past, they should think strategically during interviews and apply their experiences to a wide range of work experiences.

4) Many women don't feel comfortable with positions of power. They have to recognize that when they move into high level positions, there will be people who will be biased in their perceptions and behavior because they are female. Women must learn to not take it personally, and develop strategies for effectively handling such situations.

5) Women tend to not get in on the internal information network within an organization. Although women's networks serve a purpose, they cannot substitute for the informal system within the organization. Women must become part of that system.

6) Women usually don't have a clear sense of how well they are doing on the job. Most male supervisors fail to give critical feedback and, as a result, women's mistakes tend to go uncorrected, and tend to increase. Women should ensure that they get the critical information needed to complete all assignments and accurately assess the supervisor's evaluation of their potential for higher level positions.

7) Women tend to hold lower levels of power within the organization. As a result, they are less promotable. Women should assume responsibility for finding out why the situation exists and what can be done about it.

8) Women often don't become involved in career planning. Both men and women have misconceptions about what high-level jobs require. Women often perceive high level jobs as negative, thinking that they're tough and require too much work. They talk themselves out of high level jobs without really knowing what the situation is. Women should therefore make a special effort to find out what the job requires, and then work to gain the necessary skills to prepare for the position.

The two researchers also stressed that women need to condition themselves to working for the good of the organization, rather than the personal good.

By carefully assessing the organization and its values, the competencies being sought for particular positions, and the pitfalls that one can encounter, a woman or man can be better prepared to compete for developmental programs and high level positions.

Want To Switch?

These are the Federal departments and agencies which have 150 or more SES positions. FPM Bulletin 920-36 requires these agencies to "provide an avenue for considering highly competent individuals (with and without competitive status) from other Federal agencies" for their SES candidate development programs.

Agriculture
Air Force
Army
Commerce
Energy
EPA
Health & Human Services
Interior
Justice
Labor
NASA
National Science Foundation
Navy
Nuclear Regulatory Commission
Office of Management & Budget
Office of Personnel Management
Office of the Secretary, Defense
State
Transportation
Treasury
Veterans Administration

OPM Striving to Eliminate Overregulation

The Office of Personnel Management is keeping a close eye on its own internal regulation writers to make sure that they don't overregulate personnel management programs. A major goal of Civil Service Reform was to give agency managers more flexibility in designing and implementing programs to meet their needs. As officials throughout OPM write regulations to implement the Reform Act, they are being reminded to minimize the red tape.

OPM Deputy Director Jule Sugarman recently sent a memorandum to top OPM officials reminding them of their responsibility to simplify and decentralize authorities. "I ask each of you to give serious and meaningful consideration to alternative ways of accomplishing program objectives when your staff presents you with proposals for new regulations," he wrote. "Where regulations are recommended, you ought to consider whether or not approaches other than the one being suggested might not be less burdensome, or might allow for greater discretion and variation at the agency level. We need to give greater attention to the results of agency programs and less attention to process." Sugarman also asked the officials to tailor requirements to the nature, mission and resources of the very different types of Federal agencies.

Consistent with this philosophy, OPM's Office of Affirmative Employment Programs plans to minimize arbitrary requirements, and maximize guidance to Federal agencies as new regulations and FPM issuances are written. "We want to identify model affirmative employment programs and successful sources of aid," A. Diane Graham, Assistant Director for Affirmative Employment Programs, stated. "If agencies are going to have greater flexibility, we want to provide them with examples of programs that have worked for others, so we all don't have to 'reinvent the wheel'. Of course, hand in hand with flexibility, we must have accountability. We will be watching agencies closely to see that they use their new authorities to build stronger, more effective programs, rather than using them as an excuse to minimize program efforts. For years Federal agencies have been asking for more authority, more flexibility. Now they have it, and we'll be watching to see how they use it."

"You'll have to consult regulation 47883 section 422, Subsection 1327, part A(B)4721, chapter 12, unless you've had an oil change in the last 24,000 miles, whichever comes first."

women in action

Women in Action is the monthly newsletter of the Federal Women's Program. Editor: Korona Prince.

Women in Action can be ordered in bulk for a few cents a copy by Government agency printing officers by riding OPM's **Women in Action** requisition at the Government Printing Office (refer to OPM printing requisition No. 80-47). It is available by subscription to individuals outside the Federal Government ($6.00 domestic and $7.50 foreign, annual rate). Subscription address **only** is Superintendent of Documents, GPO, Washington, D.C. 20402.

United States
Office of Personnel Management
Washington, D.C. 20415

How To Find Out About SES Vacancies

Each week OPM publishes a list of Senior Executive Service vacancies throughout the Federal Government. The list is distributed to headquarters personnel offices, OPM Regional Offices and Federal Job Information Centers. Three subscription publications also publish the list: *The Federal Times*, the *Federal Job Letter* and the *Federal Research Service*. The last two publications are bi-weekly newsletters which list a wide range of vacancies throughout the Federal system. Subscription information may be obtained by writing or calling:

Federal Job Letter
P.O. Box 2126
Reston, Virginia 22090
phone: 703-471-1417

Federal Research Service
P.O. Box 1059
Vienna, Virginia 22180
phone: 703-281-0200

National Exhibit of EEO/Women's Programs and Services

The new Grand Hyatt Hotel in New York City will be the site of a forum for providers and users of EEO resource materials. Conducted every four years by Training and Resources, Inc., the forum will be held on October 3 and 4, 1980. National consultant firms, film companies, publishers and training organizations will present their latest affirmative action resource materials through exhibits, sample training sessions and film screenings. The forum is designed to assist affirmative action officers to learn about new programs and services in a timely and efficient manner.

For registration and other information, write to Exhibit, 723 Congress Street, Portland, Maine, 04102, or call the Portland office at 207-772-5481. The Washington, DC, office number is 202-882-1223.

Library of Congress Efforts To Get More Women Into Management Are Getting Results

The Library of Congress notes a substantial increase in the proportion of women in management and supervisory positions since the initiation of a special effort within its annual Affirmative Action Plan related to "Women and Minorities in Management." The Library generally has had better representation of women at the upper grade levels than the Federal Government as a whole, according to Women's Program Officer Morrigene Holcomb. At present, the agency employs 29 percent women at grades GS-13 and above, compared with a government-wide figure of 11 percent. A legislative branch agency exempt from a number of Federal personnel requirements, the Library does not fall under the requirements of veterans preference and its staff do not earn Federal career status.

"Women and Minorities in Management" was introduced in the Affirmative Action Plan for Fiscal Year 1978, recognizing the need to improve representation of protected classes in managerial and supervisory positions. The goal of the special emphasis programs devised under that section of the plan was to make better use of the skills of qualified women and minorities by increasing their numbers in supervisory, management, and executive positions.

A recent workforce analysis at the Library of Congress revealed that since this effort was launched, the proportion of women employed as division chiefs has nearly doubled from 16 to 31 percent and the proportion of women assistant division chiefs increased from 20 to 27 percent. Between 1978 and 1979, the proportion of women in positions equivalent to GS-16 and above increased from 12 to 15 percent. Of the total Library staff at GS-13 and above, 25 percent were female in 1977 and 29 percent female in 1979.

Among the programs initiated under this special affirmative action effort is the Library's Administrative Detail Program (See *Women in Action*, v. 9, no. 4, April 1979, p. 2). The Library has offered two sessions of this unique program. In each session, nine staff members were selected from over 50 applicants to serve a 90-day temporary work assignment with a Library manager to determine their skills and interest in administrative and managerial work. A successful experience in the first program prompted the initiation of the second session. Of the nine original participants, two have since been selected for supervisory positions, and one was selected for the Library's highly competitive Special Recruit Program. The second session is currently being evaluated by the Library's Women's Program Office.

The Women's Program Office also sponsored three sessions of a workshop entitled "Women on the Way Up in Government," which presented management techniques for staff members in management, or aspiring to become managers. The sixty staff members selected to participate in the workshops studied communications skills, problem identification and problem solving, and "completed staff work." Videotaping sessions enabled participants to analyze their presentation skills. The Library's Women's Program is developing a questionnaire to survey the effectiveness of the workshops, as measured by participants' use of techniques learned, and career progress.

In addition, the Library's Women's Program Advisory Committee, an active group of volunteers from various agency organizational units who compete to participate in the Women's Program, has offered several programs designed to increase the representation of women and minorities in managerial and supervisory positions. Six career development workshops entitled "Promote Yourself!" covered such topics as career planning, position qualifications, filling out employment applications, and interviewing techniques. Most of the workshop leaders were staff members from the Library's Personnel and Labor Relations Office or the Equal Employment Opportunity and Special Programs Office, who discussed programs, problems and opportunities specific to the agency. Held during lunch periods, the series attracted an audience of more than 300 people.

"LC Women Managers Speak Out" featured four high-level women managers who shared with staff members their experiences and advice concerning career development toward a managerial or supervisory position.

The Library's Women's Program conducts an annual analysis of the workforce in order to determine progress, or the lack of progress, in the status of women in the organization.

Proportion of Women in Management U.S. Library Of Congress

	Percent Women			*Percent*
	1977	*1978*	*1979*	*Net Improvement*
Department Head	14	29	25	+11
Deputy Department Head	23	14	24	+1
Division Chief	16	29	31	+15
Asst. Division Chief	20	26	27	+7
Section Head		39	48	+9
Supergrade	12	14	15	+3
GS 13 and Above	25	27	29	+4

Can Your Agency Use This Model Development Program?

"This is the kind of creative use of the program we envisioned when we set it up," Sam Phillips, OPM's Assistant Director for Executive and Management Development observed. He was describing an example of a managerial development program which would conform with OPM's upcoming guidance. "I see this kind of model being particularly useful to agencies that want to increase the representation of women and minorities in the management ranks," he stated, "and most of the authorities it mentions are already delegated to agencies."

The model Phillips referred to is one of the sample managerial development programs described in the proposed FPM guidance. It attempts to deal with the problem of limited resources for training and development, and the need to get the most return for agencies with limited resources. The basic idea is to develop candidates who, in competitive selection, show high potential for developing managerial effectiveness and giving an above average return for the resources invested in development. It also provides an opportunity for high potential specialists and technicians, many of whom are women and minorities, to move quickly into and up the management ranks. The program would have a limited number of vacancies, with a more broad-based managerial development effort still available for training larger numbers of employees who want to improve their managerial skills and be more competitive for MD positions.

Selection of Candidates

First, agencies must project the number and nature of managerial vacancies which are anticipated during a designated time period. The number of candidates accepted for the program would be less than the number of projected vacancies, so that the agency could guarantee placement of successful graduates and retain enough vacancies for the other, diverse sources of candidates outside of this program. Selection could be limited to candidates within the agency.

The program should establish some percentage of program slots which will be filled with specialists or technicians. At the same time, it can establish remedial developmental or training experiences for up to six months to enable specialists and technicians to develop the competencies necessary to function effectively in line positions. These experiences would be additional to the program and would occur at the beginning of the program.

If the agency determines that geographic mobility of managers is in the agency's best interests, then the agency should make it clear how mobility will enhance a person's career opportunities.

An agency may choose to move everyone selected into the same occupational series, e.g., GS 301, with the option upon completion of the program to move into another or their former series. OPM will assist agencies in this by an addendum to the qualifications standards. The selection process must conform with the Uniform Guidelines on Employee Selection.

Development of Candidates

Agencies should provide career counseling related to the program, and give the candidates a choice of a senior mentor throughout the program.

The development process should include formal training and developmental assignments. Cross series assignments are a crucial part of the program. Assignments might also include OMB, Capitol Hill, other agencies, teaching, and serving as a Special Assistant to a top official.

Participants should automatically become members of an agency junior board which functions as an advisory group to agency management.

The agency can extend the program on an individual basis for up to six months to gain greater flexibility in placement. The agency can terminate the program early on an individual basis to take advantage of an excellent placement opportunity.

Placement

Participants who successfully complete the program will be guaranteed placement. Unsuccessful participants will be guaranteed a job of the same grade as the one they left.

GS-12's can—

- —be promoted upon entering the program;
- —if 6 months of remedial development is necessary due to a specialist or technical background, be promoted after the 6 months.

GS-15 graduates would automatically be considered to be in the best qualified group to be considered for the agency's SES candidate development program

or

in rating graduates who are applying for the XD program, extra weight can be given for this experience.

Agencies may:

- —promote participants noncompetitively within the program;
- —make series changes in placement; and
- —seek and get relief from classification requirements and grade-supporting requirements to establish a position for a graduate if a suitable position is not available upon graduation. This can be extended for up to two years.

Of course, this is only an outline of a possible managerial development program. Each agency must determine its own needs, based on the nature of work to be performed,

(continued on p. 11)

OPM's FWP Seminar Will Give Practical Advice For The Eighties

OPM will again offer a one-day training seminar to preceed the annual FEW National Training Conference. The seminar, entitled "The Federal Women's Program: Making the System Work for You," will be held at the Shorham Hotel, Washington, D.C., on July 9, 1980. It is designed to give intensive information on topics which are critical to improving opportunities for women, and will be an invaluable resource to all employees who want to get the latest "how to" information.

Attendees will select two workshops from the 16 offered. We think that they look so good you'll wish you could take more! It's recommended that people from the same agency coordinate with each other so that the agency will be represented in the full range of workshops, and notes can be shared. Workshops currently planned include:

A. Affirmative Action Plan: Transition year guidelines creatively used to improve working conditions for women and minorities
B. The Selective Placement Program: The role of the FWP in increasing participation rates of handicapped individuals
C. Performance Appraisal: Equal and applicable for women employees
D. Sexual Harassment: What to do when a complaint occurs
E. Understanding the New Equal Employment Opportunity Occupational Series. 160: 260: 360: Where is the FWP?
F. FEORP: All you ever wanted to know
G. The New Merit Pay System
H. The Legal Implications of Agency Actions with regard to Equal Employment Opportunity
I. The Federal Women's Program: Effective Management Techniques
J. How to Maintain Effective Communication with the FWPM at the Activity/Field Level, or "Let's Keep in Touch"
K. Agency Delegations of Authority under CSRA: A useful tool to increase the numbers of women and minorities
L. Feeder Systems to the SES: Managerial Development Programs
M. Stress Management: Techniques to increase your coping skills
N. Analyzing Workforce Data: How to read and interpret basic statistical workforce data
O. Team Management: Effective use of your FWP Committee
P. Alternative Work Schedules: All about job sharing, flexible work patterns to enhance the employment of women in the labor force

Nominations for the seminar should be received by June 18, 1980, and will be accepted on a first-come-first-served basis. Federal employees should submit Optional Form 170 or DOD-1550 to the Office of Personnel Management, Personnel Management Training Center, P.O. Box 7230, TNG WED, Washington, D.C. 20044. The cost is $50. For additional information, contact the training center at (202) 632-9772.

Scientists And Engineers Gather At FEW

The Federal Women's Program Subcommittee on Women in Science and Engineering (WISE) will sponsor a reception during the FEW, Inc., Conference, on Thursday, July 10th, from 6 p.m. to 8 p.m. The theme will be "Opportunities in the Federal Government for Women in the Sciences and Engineering."

There will be an exhibit, cash bar, a speaker, information on vacancies, on-the-spot recruiting, role models and networking.

For further details, watch the Federal Diary (Washington Post), calendar sections of the Washington papers and area women's newsletters, or call Joan Humphries (202) 357-9819.

Still Haven't Gotten The FWP Handbook? Here's How To Get One

We have received a great number of inquiries from program managers who did not ride the OPM printing requisition and do not know how to get copies of the FWP Manager's Handbook. We recommend that you do one of the following:

—Go to your local GPO Bookstore.
If you do not find the handbook on the shelves, you may place an order at the store. This is especially convenient for those who would like a copy for their personal use, as they may charge it to their VISA or Master Charge accounts.

—Order the handbook through your agency.
Contact your internal printing or editorial unit. Fill out a Standard Form 1, and forward the request to:
Government Printing Office, Superintendent of Documents, Washington, DC, 20402. GPO will bill the agency.

When ordering the handbook through either channel, cite GPO Stock Number 006-000-01129-2. The cost is approximately $8.

We have requested that the handbook be stocked in all GPO Bookstores, but have been informed that the demand for the handbook is very low. Since shelf space is limited, the bookstores will normally not stock the handbook until the demand becomes greater.

Can Your Agency Use this Program? *(continued from p. 10)*

projected turnover, the extent to which internal versus external candidates are preferred, and the affirmative action goals of the organization. It is safe to assume that most agencies will need to make a special effort to achieve a representative workforce in the managerial ranks, since women hold only 6% of the managerial positions governmentwide, and 19% of the supervisory jobs.

Attitude Survey Shows Senior Employees Skeptical About How Top Level Selections Are Made

Fewer than one in four Federal employees in grades 13–15 feel that the senior executive selection process is based on merit. This and other findings are reported in a Government-wide report of Federal Employee Attitudes recently published by OPM. The report is based on a survey conducted by OPM in May, 1979, and describes Federal employees' attitudes toward their jobs and working environments.

OPM will use the survey as part of a continuing effort to evaluate the effectiveness of civil service reform. The May '79 data will provide a baseline against which future data will be compared.

One section of the report of survey findings focuses on the attitudes of senior-level employees. The survey reveals that GS 13–15 employees have a different opinion of executive selection processes than executives themselves (GS16–18). About half of the 16–18's surveyed indicated that the hiring or promoting of career senior executives is based on merit, while GS 13–15's are dramatically more skeptical. For example, while three out of four GS 16–18 employees think that partisan politics is not an important selection factor, only 36% of the 13–15's think that partisan politics are unimportant, and 38% are undecided.

Both groups agree that professional qualifications and experience managing people and programs are the most important factors influencing executive selection. However, both supervisors and non-supervisors in grades 13–15 are likely to feel that personal favoritism is also a consideration, with 30% of this group indicating that this is a highly important factor (less than 20% of the supergrades felt that way).

The two groups also agreed on issues related to non-career senior executives. A relatively small proportion felt that individuals from outside the Federal system are selected for top positions over better qualified career employees, and both groups saw the quality of career executives as better than that of non-career appointments.

Most high-level employees think that career and non-career employees work well together. Sixty per cent of the GS 16–18's indicated that career and non-career people cooperate with each other and work toward achieving agency objectives together. However, slightly less than half of the 16–18's feel that political appointees respect the ability of career employees.

A copy of the complete report on Federal Employee Attitudes may be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. The price is $3.50, and the stock number is 006-000-01156-0.

Calendar Updates

June 11–13, 1980
National Savings and Loan League
National Forum Management Seminar, (for Executive Women Only)
New Orleans, Louisiana
Contact: Sandy Grimes
202-331-0270

June 12–15, 1980
National Association of Commission for Women
Annual Convention
New York City
Contact: Mary Burke Nicolas
212-977-2737 or 212-977-5740

June 26–27, 1980
Secretary's Advisory Committee for the Rights and Responsibilities for Women (SACRRW)
Regional Meeting
Boston, MA
Contact: Cheryl Yamamoto or Ruth Segal
202-245-8454

July 14–18, 1980
The National Secretaries Association (International)
International Convention, (for Members Only)
New York City (instead of Washington, D.C.)
Contact: Lois J Wilkinson
816-474-5755

July 20–27, 1980
Epsilon Sigma Alpha International
Annual Convention
Atlanta, GA
Contact: Mr. Michael Burns
303-223-2824

August 18–22, 1980
American Federation of Teachers, AFL-CIO
Annual Convention
Detroit, MI
Contact: Sally Muravchik
202-797-4400

September 2–4, 1980
Women's Bureau, DOL
60th Annual Anniversary Conference
Washington, D.C.
Contact: Paula Greenfield
202-523-6611

October 2–3, 1980
Secretary's Advisory Committee for the Rights and Responsibilities for Women (SACRRW)
Regular Meeting
Washington, D.C.
Contact: Cheryl Yamamoto or Ruth Segal
202-245-8454

December 4–5, 1980
Secretary's Advisory Committee for the Rights and Responsibilities for Women (SACRRW)
Regular Meeting
Washington, D.C.
Contact: Cheryl Yamamoto or Ruth Segal
202-245-8454

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women in action

A Federal Women's Program Publication

Vol. 10 No. 4 July/August 1980

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Women in The Field of Science and Engineering

Progress in The '70s—Promises of The '80s

In 1978, Dr. Brenda Swann Holmes began her career with the Naval Research Laboratory after being awarded a much-coveted National Research Council Post-Doctoral appointment in the field of her first love, chemical research. At the present time, she is thoroughly involved in her career in chemical research employing nuclear magnetic resonance (NMR) techniques at the Naval Research Laboratory. She finds her work challenging and exciting and she's looking forward to many long years of rewarding exploration.

The first part of this article is concerned with the status of women scientists and engineers in the Federal Government. The information is derived from a statistical study of Women Scientists in Industry and Government. This study was published by the Committee on the Education and Employment of Women in Science and Engineering and by the Commission on Human Resources, Natural Research Council. The report examines the extent to which the employment situation of women in the field of science and engineering has improved since the advent of affirmative action mandates. The second part of this article will provide information concerning programs and provisions that will enable women, especially those in the field of science and engineering to find their place in the 1980's.

The Federal Government is making many changes in its personnel system to combat underrepresentation of women and minorities in the Federal sector. The concerted efforts to change disparities found in grade levels and therefore salaries among men and women, gives some evidence of explicit efforts in equalization.

Like most other professions in the Federal sector, women in the field of science and engineering are distributed differently both in terms of rank or grade level and in terms of work activities as opposed to men. Women with identical education and work experience as men earn less and have less expectation of advancement.

Statistical data between the years of 1974 and 1978, show that the number of women scientists and engineers in the Federal service grew by 50% from just under 8,000 to nearly 12,000 while the total employment of scientists and engineers increased 16% over the same period. Women are now one out of every thirteen of Federally employed scientists and engineers at all degree levels and one out of every 20 of the Ph.D. level.

In the Federal sector, employment is defined by grade levels. When comparing the grade levels of men and women over a period of time, one gets a less favorable picture of the status and rates of advancement for women. In 1978, 45.2 percent of the men were in grades GS-13 and above compared with only 21.3 percent of women scientists. This gap is only slightly less than that of 1974, when the comparable data were 45.4 and 20.6 precent respectively. The proportion of women scientists and engineers in Grades GS 15-18 showed an increase from 2.4 percent in 1974 to 2.9 percent in 1978 compared with approximately 23 percent over the same period for men.

With the exception of the younger age groups, the grade profile of women scientists are very different from that of men. Between 1974 and 1978, the grade distribution shifts upward significantly for men in the late thirties and forties while the profile for women over the same age span does not change materially. In all age groups, well over half of the women scientists have not advanced past GS-12, whereas by the early forties, nearly 60 percent of their male colleagues have.

Promotion is a sure way of looking at the rate of progress for women in the field of science and engineering and statistical data for the years between 1974 and 1978 show that women were found to be promoted at a faster rate than their male counterparts. About 40% of women at the GS-12 level have been promoted to a higher grade by 1978 as compared to 28% for men. However, it should be pointed out that in 1974 there were already 45,000 male scientists and engineers in the higher grades compared with ap-

(continued on next page)

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Progress and Promises *(continued)*

proximately 1,100 females. Also important is the fact that only about 10% of women scientists in grades GS-15, had moved into the supergrades between 1974 and 1978.

When comparing the promotions of men and women scientists and engineers in "senior-level" positions (GS 13–15) and in the "supergrades" (GS 16–18) by field, it was found that in most of the fields men are two to three times as likely to be found in grades 13–15. This fact is important as grades 13–15 are "feeder" grades for executive positions. Even in the social sciences where women fare best relative to their male counterparts, only one-fourth of the women are in senior-level positions compared with nearly one-half of the men.

Another look at the progress of women is the rate of promotions of women scientists and engineers into management positions. As seen in earlier findings, women are being promoted at a faster rate than men, however, only one in twenty of the women age 45 and over held managerial jobs in 1974, while one in ten did so four years later. Despite the recent progress, male scientists and engineers in the same age group were nearly twice as likely to be employed as managers in 1978.

Of great concern is the continuing tendency to hire new women scientists at lower grade levels and salaries than men. While the extent of this practice has been reduced for recent doctorates, it is quite marked at the bachelor's and master's degree levels, which include the great majority of new hires.

Between 1974 and 1978, a total of about 5,900 women scientists and engineers were hired into the civil service. This accounted for 13 percent of the new hires. The proportion of women among those hired into the Federal Government comprises only two percent of the social scientists.

While the findings show some major changes and efforts at equalization for women in the field of science and engineers, the fact that disparities are still being found in promotions, grade levels and therefore salaries, illustrates the magnitude of the inequalities which remain. If women scientists, and all women for that matter, are consistently assigned to lower starting grades than men, regardless of their similarity in education and attainments, not much change can occur or will occur in the future.

Women in the field of science and engineering, as well as women in general, should seek out those affirmative actions and other employment alternatives within the Federal sector which allow for increased employment opportunities and flexibilities. A recent employment initiative directed towards equalization of minorities and women is the Federal Equal Opportunity Recruitment Program (FEROP). This program was established under the provisions of the 1978 Civil Service Reform Act with the intent to alleviate the longstanding underrepresentation of minorities and women in Government jobs.

When underrepresentation is found, the law requires that each executive agency conduct a program to eliminate it through special, targeted recruitment directed at minority communities, educational institutions and from other sources from which minorities and women can be recruited. It is one means by which the Federal workforce can become "reflective of the nation's diversity." The need for such a program was reflected in OPM's November 1977 statistics which show that while some progress has been made, minority and women employees in the Federal service were primarily concentrated in blue-collar jobs and in the lowest levels of General Schedule (white-collar jobs).

FEROP is not the only avenue to equalization. For the last two decades we have seen Executive orders, new policies, provisions and programs implemented to bring about equality for women in the Federal workforce. In 1971, the law restricting women bearing firearms as Federal employees was removed thereby opening many law enforcement jobs to women. In 1973, height restrictions were prohibited for most Federal jobs, making many more jobs open to women. In 1974, leave provisions were changed to

allow managers the flexibility to advance up to 30 days of sick leave for maternity leave.

Today more and more agencies are increasing their use of alternative work schedules such as part-time, flexitime, and compressed workweek employment. Part-time employment has assured the retention of desirable employees by offering them an opportunity to work less than 40 hours per week.

Flexitime is a work schedule designed to allow maximum flexibility to employees and still require them to work a standard workweek. Flexitime is designed as part of the schedule of working hours within which employees may choose their time of arrival at and departure from the work site within limits consistent with the duties and requirements of their position. While flexitime is potentially suitable for the entire work force, it can be especially valuable to those women who are heads of household with dependent children.

The compressed schedule is any schedule which enables the full-time employee to complete the basic work requirement of 80 hours in less than ten full work days in each biweekly pay period. It can be used as an incentive in new employee recruitment. For working mothers and wives, it will provide flexibility in their home and work schedules. For working women in general, it will allow more time for managing personal affairs.

(continued on next page)

Progress and Promises *(continued)*

Alternate work schedules can ease the problems of working women by offering them flexibility in balancing the demands of running a home as well as holding a job. Adjusted hours can be the means to allow women with young children to gain the experience needed to "climb the career ladder." Alternative work schedules can provide access to the labor market for those who have been unable to work under traditional schedules. They can be an aid in recruiting new employees and attracting others who desire to reenter the work world, or in retaining skilled workers who are not completely ready to retire.

Other programs that will enable women to gain the experience needed to "climb the career ladder" and therefore, can be considered as a means by which women's positions are being equalized within the Federal sector, are Cooperative Education and Student Volunteer Programs.

The Cooperative Education Program provides for a formally-arranged schedule of periods of attendance at an accredited school combined with periods of career-related work in a Federal agency.

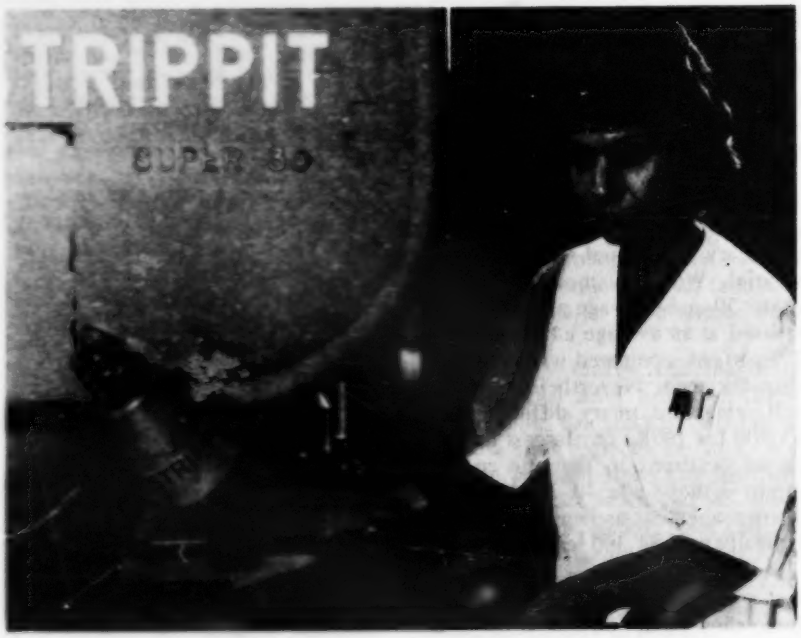
Along with many objectives, one specific objective of this program is to support agency affirmative action programs. This is done through targeted recruitment directed at educational institutions from which women and minorities can be recruited. For women, the Cooperative Education Program lends relevancy to learning; provides realistic exposure to career opportunities; allows for early adaptation to the work environment; broaden exposure to people, places, and situations; and help pay expenses of school years. It can provide a means of directing women toward occupations that promise career opportunities and contribute to the social goals by supporting the learning process and providing work experience and income for tomorrow's generation of professional women.

The Student Volunteer Program is an uncompensated program established to bring about a stronger relationship between the efforts of educators and the occupational needs of Federal employers and students. The program objectives are to support affirmative action programs, through a career awareness approach, to assure that ethnic and racial minorities, women and the handicapped are informed of occupations available within Government. The program can also provide opportunities for women to become involved in early career exploration as a basis for making realistic decisions regarding their future careers. Volunteer service will provide exposure to the work environment which will allow women to develop work ethics and to acquaint them with various Federal missions. The Student Volunteer Program is encouraging interest in new or developing occupations and professions which women can be apart of. Further, the program will provide work experiences and opportunities for those women who decide to join the work force after many years of staying at home.

Finally, another employment alternative within the Federal sector which allow for increased employment opportunities and flexibilities for women is Federally sponsored child care centers. Because of a significant rise in the number of working women who are solely responsible for the maintenance and welfare of their own families, child care is becoming an important issue within the Federal sector.

As a result of the increase in the number of working mothers who could utilize child care services, several Federal departments and agencies have deemed child care a necessary and appropriate service for employees. Presently, child care programs are available in some Federal agencies. They vary widely in scope, but the trend is toward parent operation and control. Most centers are self-sustaining with independent boards of directors responsible for staffing, budgeting, and operating policies.

Since the advent of affirmative action, laws and Executive orders prohibiting employment discrimination, more and more women are beginning to realize that they no longer have to work in the traditional jobs. Although we have seen some progress for women, it is not enough. Based on the fact that there are certain flexibilities within the Federal sector, women have to assume some responsibility in taking advantage of those programs and provisions that will enable them to find their place in the 1980's.



Salary Differentials Among Sex and Ethnic Groups of Federal Scientists and Engineers

The female and minority populations are important resources within our society. A large body of literature shows that females and members of minority populations, particularly those individuals belonging to the Black, Native American and Hispanic populations, have been underrepresented in the Federal workforce and that those who are employed have been paid less than males and members of nonminority populations. The Federal Civil Service is the largest single science and engineering employer; however, within the Federal workforce there is underrepresentation and lower salaries for females and minorities in these occupations.

In spite of the Equal Pay Act—women scientists still earn less than men in almost every field at every age, and at every degree level. Some of these differences exist because women scientists are somewhat less likely than men to be employed in industry, where higher salaries predominate. However, women typically earn less than similarly qualified men, whether their employment is in Government, academic institutions or industry.

Within the Federal Government, it is clear that differentials in salaries exist between men and women. In late 1977, the average salary of Federally employed women scientists and engineers was three-fourths that of men. The median salaries of women scientists and engineers in 1978, shows a somewhat faster increase than those for men, however, the salary differential remained substantial. Women's median salaries of the 50-and-over age group had increased at an average annual rate of 7.9 percent, compared with 6.8 percent for men. Nevertheless, there still remains a salary difference of $3,700 for 1978. The largest differential occurred in the mid-career group — those age 40–44 — where women scientists and engineers were typically paid $4,300 less than men.

A look at the minority scientists and engineers of the Federal workforce shows that non minorities earn about 11 percent more than Blacks, 13 percent more than those individuals of the Spanish population and 7 percent more than members of other minority groups (Asians, American Indians, and other). These differentials are about one-half, or less, than those reported between men and women. As in the case with women, the salary gap favoring Whites over minorities generally increases at lower levels of education.

Salary differentials among women and racial/ethnic minorities in the Federal Government are considerably smaller than those reported for workers in all sectors of the economy. Although women and racial/ethnic minorities in the Civil Service science and engineering workforce earn less than their male and White counterparts, the differentials are much less than those

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White House Requests Success Stories

The Interdepartmental Task Force on Women chaired by Sarah Weddington, Assistant to the President, will be preparing a report highlighting successful agency employment programs, policies of activities which have benefited Federal women. These successes will serve as models which other agencies may wish to adopt.

If you have a particular employment program, policy or activity which has benefited women in your agency/installation, please send a description to Linda Howard, Acting Executive Director. Interdepartmental Task Force on Women, 1111 20th St., N.W., Washington, D.C. 20226.

Include in your description how women in your agency/installation were benefited. In addition, please include your name/address and telephone number for follow-up purposes.

Descriptions must be submitted no later than September 15, 1980.

The National Registry of Women in Science and Engineering

The National Registry of Women in Science and Engineering now includes more than 5,000 listings of professional women scientists and engineers. It is the largest talent bank of its kind and can be used by employers who are seeking candidates for jobs and advisory panels. The Registry can also be used to provide speakers, and resource persons.

The Registry is operated by the Association for Women in Science, a nonprofit organization founded in 1971 "to promote equal opportunities for women to enter the scientific professions and to achieve their career goals."

For more information contact Mary Lee Schneiders, AWIS Registry, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036; (202) 833-1998.

women in action

Women in Action is the monthly newsletter of the Federal Women's Program. Editor: Yolanda Gordon.

Women in Action can be ordered in bulk for a few cents a copy by Government agency printing officers by riding OPM's **Women in Action** requisition at the Government Printing Office (refer to OPM printing requisition No. 80-47). It is available by subscription to individuals outside the Federal Government ($6.00 domestic and $7.50 foreign, annual rate). Subscription address **only** is Superintendent of Documents, GPO, Washington, D.C. 20402.

United States
Office of Personnel Management
Washington, D.C. 20415

The Double BIND

For any individual, the price of becoming a scientists, engineer or biomedical professional is very high. It is not easy to pursue a career that fits nicely into a nine-to-five day or a five day workweek in any profession and those individuals who aspire to the fields of science and engineering are certainly experiencing high cost in terms of the economic resources, human energy, personal commitment and endurance. Those individuals who are, on the other hand, scientists, engineers or biomedical professionals also pay a high price in their particular field of employment. The personal sacrifices and the kind of life that is assumed to go with these professions, like other professions, are not unheard of for many of these individuals.

The already high price of a professional science career is raised significantly by any additional obstacle such as physical disability, poverty or prejudice of any kind. Because of the history of racial discrimination in the United States, a history which does not exclude the scientific community, the price of a career in science is very high for members of minority groups. The attitudinal, financial, and cultural barriers to full participation in science by Black, Native American and Hispanic citizens have not been removed. This is reflected by the small number of members of these racial and ethnic groups in the scientific workforce.

The traditional male domination of the science fields has made the attainments of and participation in science careers for women difficult at best. The price of a professional science career is therefore significantly higher for a woman. The demands on women to assume family-related responsibilities are not thought to be compatible with study for or work in these traditionally male professions. The mode of academic preparation and work-style have been developed around traditional majority male lifestyles which differ substantially from the varied life patterns of women. Role stereo-typing and sex discrimination add to the personal costs of women who seek to fulfill career goals as scientists, engineers or biomedical professionals.

There seems therefore to be a range of costs to the individual in the attainment of a professional science career. It seems that each factor of deviation from the norm raises the costs so that, as a group, minority women must pay a tremendous price for a career in science. This ''differentness'' of the minority woman in science may not only be a factor in the scientific community but also in the context of her culture. There is a tremendous personal cost that results from the combined effect of being a scientist, a woman and a member of a minority racial or ethnic group. The toll of foregone social and personal activity, highly valued in traditionally defined cultural roles, is for many severe. The scarcity of companions of their own racial or ethnic group and gender, progressively greater as the degree of specialization in science increased, is a source of isolation and loneliness. Majority males and, to a lesser degree, females are not required to bear this burden. The feeling of differentness, which for most seems to begin to develop as early as ones interest in science, is reinforced continually by the recurrent experience of being the only members of their own, or any, minority group, and/or the only woman in so many situations.

Minority women represent a disturbingly small part of the total scientific work force, but are a significant component whose needs seem not to have been addressed by existing programs for minorities or women. For many minority women the women's movement is seen as a movement of middle and upper class White women which does not specifically address itself to the concerns and issues faced by minority women. They have traditionally been excluded because of biases related to both their race or ethnicity and gender, constituting a double bind. Some also see the bias which strikes early in the lives of minority group members to limit their potential advancement. Programs for minorities and women have generally been assumed to include minority women, but in fact minority women fall in the cracks between the two. The programs designed to increase the number of women in science have been largely devoted to assisting majority women. The programs developed for minorities in science have mostly been dominated by male scientists. Similarly, the women's science organizations are overwhelmingly White, and the minority science organizations, overwhelmingly male.

Many minority and women scientists perceived that their earlier experiences with racism superseded the problems of sexism as they progress through graduate and professional education and the working world. When the situation of race or gender bias or both arises, it becomes difficult, if not impossible, to determine which ''ism'' is in force. In such a case, it does not matter whether one is being hit with the club of sexism or racism—they both hurt. And this is the nature and the essence of the double bind.

The minority woman scientist is caught in the middle of a difficult situation. She is often being pulled from both sides by women's groups and minority organizations. If she affiliates with both, they can place a tremendous demand on her time. However, she is all too often asked to align herself with one or the other group. In neither instance is she treated as a whole person with some of the same problems as her majority female and minority male counterparts, as well as some unique ones of her own.

Minority males and majority females must come to realize that a demand for the minority woman to make a choice places her in an untenable position since she can deny neither the fact of her race or ethnic identity nor her gender. Nor can she avoid the problems associated with both. Excerpts taken from ***The Double Bind: The Price of Being a Minority Woman in Science***.

WISE—Working For You

During 1977 and 1978, EEO Specialists from agencies with scientific missions began to talk to each other about the kinds of problems women scientists face in the Federal job market. As a result, they began to perceive that agencies were duplicating personnel activities when they tried to deal with problems. Recruitment, promotion, recognition, discriminatory barriers in the work place—all were common concerns. Would it not be better to form some sort of interagency group to consolidate efforts? Clearly, to make a real impact in areas of policy and practice, such a group would have to have the kind of legitimacy and continuity that the Federal Women's Program could provide. Joan Humphries, Deputy Director of EEO at the National Science Foundation and Oceola Hall, Federal Women's Program Manager at NASA, approached Diane Herrmann, the Director of the Federal Women's Program Office, Office of Personnel Management, with this confluence of observations. Diane offered her enthusiastic support and established the Task Force on Women in Science and Engineering (WISE) in mid-1978. Joan Humphries was appointed chair, a position she still retains.

From the outset, WISE has encouraged a membership mix of scientists and engineers (both women and men) along with FWP managers and anyone else interested in contributing to its goals. More active participation by women scientists throughout the Federal Government, especially the DOD components, is still needed so that the group will remain truly representative of its constituency.

Original Goals and Objectives

Goal I: To expand career opportunities and provide technical skills update for women scientists and engineers in the Federal service.

Objective: To develop career systems and skills survey files of women scientists and engineers on board.

Milestones:

1. Update skills file of women scientists and engineers.
2. Conduct underutilization study of women scientists and engineers Government wide.
3. Present "Problem Identification" study to OPM and heads of departments and agencies with regard to:
   - —entry-level positions;
   - —supervisory positions;
   - —top management positions.
4. Develop methods to resolve paramount problem areas; work with OPM Personnel Officers/IAG and other appropriate officials to develop methods for utilizing the skills of women scientists and engineers in new or related fields.

Goal II: To enhance the advancement of women scientists and engineers in the Federal service.

Objective: To identify and correct barriers for the advancement of women scientists and engineers in the Federal service.

Milestones:

1. Work with appropriate OPM officials and visit with heads of departments and agencies concerning:
   - —maximum utilization of identified high-potential talented women scientists and engineers;
   - —the inclusion of women scientists and engineers on pertinent Federal advisory goals, panels and committees.

Goal III: To increase the pool of women in science and engineering through community outreach.

Objective: To inform women scientists and engineers about employment in the Federal service and the type of opportunities it offers. To show that it is an exciting, challenging place to work and that more women should undertake careers in science and engineering to help increase the resource pool.

Milestones:

1. Develop a working relationship with OPM's Bureau of Recruitment and Examining (BRE) teams by:
   - —identifying colleges and universities with a high percentage of females enrolled in science and engineering;
   - —providing such colleges or universities with role models for their career day activities and other programs as needed;
   - —providing BRE with a roster of women for recruiting trips.
2. Establish hiring goals for women in science and engineering.
3. Develop a network with women's organizations, professional societies, and among women scientists and engineers in Federal departments and agencies for the purpose of tapping available and appropriate talent for employment opportunities in the Federal Government.
4. Establish a corps of women scientists and engineers to participate in classroom instruction at the junior and senior high school levels to create an awareness of science and engineering as career choices.
5. Assist junior and senior high school students in science fair projects.
6. Assist high school students who are interested in pursuing a career in science or engineering; find scholarship or financial aid.
7. Make presentations to the community in areas of prime interest in science and engineering; make films, brochures.

Progress and Projects

In September 1978, four broad areas were identified for immediate action: statistics, recruitment, community outreach and career de-

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A Look at Reproductive Hazards

Scientists at the National Institute for Occupational Safety and Health (NIOSH) at the Department of Health and Human Services are presently working on the issue of reproductive hazards, traditionally a "women's problem" but now seen as a hazard which can also adversely affect the male's capacity to reproduce, thus creating both a male and female problem.

Women, as well as men, in the field of science and engineering in the Federal sector who may be employed as chemical workers, radiation workers, pharmaceutical workers, medical and dental personnel, laboratory personnel, agricultural workers and lead battery workers should be aware that these are some of the occupations suspected to be at risk for reproductive hazards.

So far, it has been found that possible exposure to certain chemical or physical hazards can cause infertility (reduce or absent sperm/ova), impotence (sexual weakness), lack of sex drive and genetically damaged sperm in men. It is possible that exposure can cause altered menstrual cycles, sexual dysfunction, and genetic damage to ova in women. Some occupational hazards can also cause miscarriage, stillbirth or birth defects.

How are People Exposed to Various Reproductive Hazards?

People are exposed to reproductive hazards either directly or indirectly. Workers may be directly exposed to various chemicals or a combination of chemicals on the job. These chemicals can be absorbed into the bloodstream, by way of inhaling, swallowing or through the skin. If chemicals enter the mother's body, they can be passed on to the fetus by way of the placenta or through the intake of contaminated mother's milk when breast feeding.

Indirectly, individuals can be exposed to reproductive hazards by being around an individual or family member who has worked in a hazardous environment, thus being exposed to a "hazard carrier." Other indirect ways of being exposed is by being around an individual or family member that carriers the hazardous material on the clothes, hair, shoes, etc.

What Should an Employee Do?

Find out if the product you work with is considered a reproductive hazard by asking your supervisor, your safety officer, the National Institute for Occupational Safety and Health (NIOSH), or your OSHA Regional Office. Through appropriate channels, request that your employer install the proper safety devices such as special exhaust ventilation which can be used to remove dangerous vapors, fumes, gases or dusts. Other protective measures such as respirators, boots and gloves should be used when conditions demand. Request that as an employee, you be properly trained to use the protective equipment correctly. See that your working environment is routinely monitored to check for unhealthful or unsafe conditions as required by Executive Order 12196, Occupational Safety and Health programs for Federal employees. If you intend to become a parent, be sure to inform your physician of your occupational history. In this history include a detailed list of the chemicals to which you have been exposed. If information is not available about chemical or combination of chemicals at your workplace, you may request a Health Hazard Evaluation (HHE) of your workplace from NIOSH, telephone-(513) 684-2176

EEOC Policy Guidelines

EEOC, with the help of several other Federal agencies, along with OSHA (Occupational Safety and Health Administration), has established guidelines of nondiscriminatory safety measures on the hazards of chemicals to the reproductive systems. These safety measures were proposed so that employers could implement better protection for their workers. The guidelines, on the other hand, were not proposed to allow a new kind of "protective bias" that would limit women's job opportunities, progression and or development.

The proposed guidelines are neutral plans which considers the health of both sexes, and were carefully designed so as not to cause any adverse affect on one sex.

Under an emergency provision, individuals of one particular sex can be temporarily excluded from any job that seems to be hazardous, however, employers can only utilize this provision if there is enough reputable evidence which shows that the hazardous condition can cause reproductive harm to members of only one sex. This provision allows employers approximately six months to determine whether or not this hazardous work situation affects the individuals who have not been excluded. To guard against adverse impact on one sex, EEOC would consider the following factors:

- —Does the policy scientifically recognize all reproductive hazards and does it apply to both sexes;
- —Is there any nonreproductive risk when using the chemical substance;
- —Does the substance being used have any hazardous effect on one sex and if so, is the excluded group of individuals narrowly defined by the hazards posed;
- —Has the employer investigated the effect of the hazardous work situation on those individuals who have not been excluded;
- —Has the employer considered other options rather than exclusion, such as substituting another chemical for the one in present use, providing equipment that will lower the level of exposure, or transfering employees to other jobs without loss of pay or benefits?

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WISE *(continued from p. 6)*

velopment. Since that time, WISE has compiled a 110-page directory of Federally employed women in science and engineering. It is in the printing and distribution stage and will be computerized for regular updating. A statistical study of utilization of women scientists and engineers in the Federal Government has been designed and undertaken. It awaits final revision and financing. A dialogue has been opened with associations of women scientists via letter from the subcommittee. A nationwide network, a priority item for 1980, is closer to becoming a reality, with a committee working on a hot-line for rapid dissemination of resumes and vacancy notices. Participation of Federal retirees in WISE projects has been solicited by placing notices in retirement publications.

A major accomplishment for the year has been the initiation of a series of quarterly events sponsored by the subcommittee and planned and given by a host agency. The kickoff activity was a dinner meeting at Goddard Space Flight Center in March, attended by over 100 women representing 25 agencies and more than 20 disciplines ranging from astrophysics to zoology. Attendees were visibly impressed by Director Thomas Young's expression of commitment to Goddard's women scientists. Three agencies have already expressed interest in playing host for subsequent events. It is hoped that as the network expands, women scientists and engineers outside the Washington area will schedule similar get-togethers on a regional basis.

Future Outlook

In the coming months we will be looking into some of the longer-range goals that depend on the groundwork now being laid. Committees are already working on establishing a speakers' bureau; developing a 1981 summer program for promising D.C. area science students; compiling information on how to apply for Federal employment in specific categories; accumulating exhibit materials for future use.

From local and modest beginnings, WISE hopes to reach Federal women in the scientific professions all over the country and to involve them in its pursuits. Outreach efforts in many communities, under WISE sponsorship, are one way to ensure that women are encouraged to prepare for scientific careers and are convinced that the U.S. Government has attractive opportunities to offer in their fields.

For information on how to participate, contact: Joan Humphries, National Science Foundation, Rm. 517, 1800 G St., N.W., Washington, D.C. 20550; telephone: 202-257-9819.

Reproductive Hazards

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If you are interested in learning more about reproductive hazards obtain a copy of the EEOC proposed guidelines published in the Federal Register on February 1, 1980 (vol 45, no 23, p 7514), or write to NIOSH, Division of Technical Services, Clearinghouse for Occupational Safety and Health Information, 4676 Columbia Parkway, Cincinnati, Ohio 45226 for further information.

Remember, not only your health, but the health of future generations may be affected by what you do now to protect yourself and your fellow workers from reproductive hazards.

A HEALTH AND SAFETY CONFERENCE emphasizing preventive strategies will be jointly conducted by U.S. Office of Personnel Management, Southwest Region and Office of Safety and Health Administration, Region VI in Dallas, Texas, September 17–19, 1980.

Nationally and internationally recognized authorities will address: Prevention and Control of Cardiovascular Disease, Executive Order 12196, Occupational Health and Safety for Federal Employees, Protection from Cancer Causing Agents, Physical Fitness Programs, Safety Council Initiatives, Managing Job Stress, Improved Nutrition and other preventive programs.

Salary Differentials

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shown by other studies for other occupations in the economy. These studies typically show that before accounting for differences in characteristics such as work experience and education, males earn 50 percent to 80 percent more than women, and non minorities earn 35 percent to 65 percent more than minorities. Even after accounting for characteristic differences, these studies show men earning 24 percent to 63 percent more than women, and Whites earning 22 percent to 43 percent more than Blacks.

To summarize, although differentials between men and women and among racial/ethnic groups in all occupations are narrower within the Civil Service than outside it, the salary differentials are lower among scientists and engineers regardless of sector of employment.

Want a List of Associations of Women Scientists? Here's How to Get One.

The list of Associations of/for Women Scientists has been compiled and prepared by The American Association for the Advancement of Science. This list is comprised of the following information:

—Name and Address of the association;

—President or chief elected officer;

—Location;

—Date founded;

—Purpose;

—Membership number and qualifications;

—Dues; and

—Publications.

The list is available at no cost. It can be obtained by writing to Paula Quick Hall, The Office of Opportunities in Science, The American Association for the Advancement of Science, 1776 Massachusetts Avenue, N.W., Washington, D.C. 20036.

Also available from the Office of Opportunities in Science are lists of Associations of/for Scientists of Racial and Ethnic Minority Groups and Professional Women's Groups which includes caucuses of women scientists.

10/5

women in action

A Federal Women's Program Publication

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Secretaries Are Professionals Too

There is a tendency to view many positions in the United States economy held predominately by women as low status jobs and to have less regard for the work of persons in such positions. This is particularly true in the case of secretaries. Today, there is little recognition of the professional character of much of this work or the fact that the competent secretary relieves the manager of as much work as possible by doing it for the manager or channeling it to other subordinates. The skilled, professional secretary has to read, think, discuss, supervise, and listen, just as do incumbents of other positions. Beyond this, the secretary must soothe ruffled feathers and be certain that the office over which she or he presides operates smoothly and at the peak of efficiency. Personal traits such as tact, discretion, loyalty, and trustworthiness are essential.

It is perhaps because of these latter duties and requirements that some secretaries in Federal agencies are victims of stereotyped views. Unwillingness to recognize the intelligence required and used in alerting others to the urgency of taking action or suggesting alternative courses of action, writing shorthand, composing letters, typing, proofreading, and drafting written material, results in second-class treatment of secretaries and clerical staff members.

The fact is that many secretaries make major contributions to the work programs for which their supervisors have responsibility; if encouraged, they can contribute even more. Unfortunately, supervisors, co-workers, and even the secretaries themselves sometimes identify these essential occupations with such belittling terms as "only a secretary" or "just a clerk typist." If this thinking is to be corrected, it must begin at the managerial level.

Agencies could not long function if all secretaries decided to leave this profession, and many secretaries wish to remain in their chosen profession. Secretaries, like any other group of employees, vary in the quality and quantity of work performed, but the function is more indispensable than many other functions in an organization.

It is recommended that all employees carefully assess their attitudes and working habits as they relate to secretarial, clerical, and other supportive positions to insure that all positions and the employees who fill them are accorded the respect and fairness due them.

Although much of the improvement desired is a matter of attitudinal change and basic courtesy, the following specific suggestions may help eliminate some of the more offensive treatment that too many secretaries have come to accept. These suggestions apply to all employees, but especially to supervisors who are in a position to set an example for the office and the agency.

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PM 1.20:

The Secretarial Standards—How Would It Affect You?

by Ellen West,
Personnel Management Specialist, Standards Development Center, OPM

What's new? Well, what probably isn't new to many people in the Government today is that there are new classification and qualification standards for secretarial positions. Agency personnel—including secretaries, supervisors, managers, and personnelists—are busy using the new standards to evaluate secretarial positions and to determine the qualifications of applicants. In order to give agencies more time to finish a thorough and accurate review of the large number of secretarial positions, the Office of Personnel Management (OPM) has added a year to the time allowed for completion of this project. The deadline is now June 30, 1981.

What may be news, however, is the significance of some of the ways that changes from the former standards give distinct advantages to the secretary and the supervisor alike. For example, the new classification standard's primary focus is now on a total evaluation of the secretary's position itself and not on measuring the boss's job or the organizational levels along with the job of the secretary. The important considerations in the evaluation of a position are how much and what kinds of knowledges and abilities are needed to do the work, how difficult the job is to perform, and how much responsibility the secretary has.

With the new classification standard, the secretary can participate more in the planning and design of his or her job. The boss and the secretary together can take a close look at opportunities that exist within the office for additional work to be done. The supervisor benefits by being able to free specialists from doing the less complex program support work. The secretary benefits by increased job satisfaction and maybe even the value of the position. But, perhaps more important, this can lead to the secretary's gaining valuable experience in other kinds of work.

If the boss is willing to delegate, if the secretary can perform, and if the work is there to be done, the opportunities are extensive. The standard can provide helpful hints to secretaries who wish their jobs were more challenging and to supervisors who seek relief from day to day administrative details. The personnel office is the best place to start for advice.

Once a secretary, not always a secretary. There are many people in Government today who began their careers in secretarial or clerical roles—and there can be a lot more. Increased responsibility in functions such as coordinating the personnel aspects of the organization, gathering and preparing material for budetary submissions, and getting involved in the support of the office's program may help the secretary to get into such fields as personnel, program analysis, and management analysis. It is not the title of the position that always counts, but rather what the person actually did on the job. In fact, OPM recently put out guidance to agencies to assist them in evaluating clerical experience for career development positions in administrative, managerial, or other specialist occupations. (See FPM Bulletin 338-14.)

What kind of qualifications are needed to be a secretary? After studying the occupation and talking with people doing the work, it was decided that some changes needed to be made in the qualification standard. So now, instead of worrying a lot about length of experience, the emphasis is on the *quality* of the applicant's experience. As with all occupations, at the lower grades where the work is naturally less complicated the qualification requirements are less involved. As secretaries move from less demanding to more demanding positions, the qualifications needed, becomes more specific.

An applicant is considered qualified for a secretarial position if his or her past experience shows the ability to perform the duties and successfully accept the responsibilities which are typical of the grade level of the position. An applicant is no longer required to have cumulative years of experience to be

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Supersecretaries

Dressed in a safari outfit and armed with an elephant gun, Jane Fonda stalks a terrified businessman in the ladies' room. Lily Tomlin puts Rid-O-Rat poison in his coffee and waits for him to drink. In Western garb, Dolly Parton chases the man with a lasso, ropes her prey and hogties the male chauvinist pig. . . Is this one of Bobby Rigg's nightmares?—Actually, these are the boss-killing fantasies of three somewhat more than-ordinary secretaries in an office comedy called "Nine to Five," which Fonda, Tomlin and Parton are currently shooting in Hollywood.

This motion picture is one of the ways Twentieth Century-Fox is honoring National Secretaries Week and will be released in December of 1980. Although a comedy, "Nine to Five" is a motion picture which reveals some very real problems facing todays office workers. Jane Fonda, Lily Tomlin and Dolly Parton play the rebellious trio who decide to do more than just dream of getting even with their boss; and do they ever!

The idea of a movie about women office workers was Fonda's, the result of talks she had with clerical workers in Cleveland and Boston while campaigning with husband, Tom Hayden. It was also her idea to cast Tomlin and Parton, whose parts were tailor-made to suit their vastly different talents. Fonda plays a proper, sensible divorcee who joins the typing pool run by the breezily competent Tomlin. Parton is the married sexpot Doralee Rhodes, whom their lecherous boss is constantly trying to lure. In the farcial style of an old Preston Sturges comedy, their fantasies of revenge come true when the three coworkers kidnap the obnoxious vice president and run his section of the multinational corporation in secret, proving just who the indispensable employees really are. Excerpts taken from Newsweek, March 31, 1980.

Share The Excitement

The world of science can excite the mind and challenge the intellect, but many females never consider science as a career option. The Interagency Task Force on Women in Science and Engineering (WISE) is establishing a Speakers Bureau in an attempt to reverse this trend. WISE is seeking women scientists to speak to students—elementary through high school—about some aspect of science. If you would like to be a member of the Speakers Bureau, call or write Norma Whitzel, 1929 East-West Hwy, Apartment 203, Silver Spring, MD 20910; phone: work (703) 557-7324 or home (301) 587-8932. Names are being accepted continually.

The National Secretaries Association (International)

The National Secretaries Association (International), NSA,was founded in 1942. It is a nonprofit association which has chapters throughout the United States, Puerto Rico, and Canada; and affilate associations and individuals around the world.

While its members are united by a common professional bond, NSA is not a union in the sense of collective bargaining practices. It endorses legislative activities of benefit to secretaries, but does not engage in partisan politics. It is nonsectarian.

NSA works with the American National Standards Institute on quality and standardization of various office machines. It participates in meetings called by the President of the United States to discuss woman's role in the nation's civil and economic problems. The value of NSA programs has been acknowledged in professional magazines, textbooks for secretarial students, and handbooks for practicing secretaries.

The aims and activities of NSA are directed toward:

- —elevating secretarial standards by means of continuing education;
- —fostering programs for personal and professional growth and development;
- —fulfilling the spokes-authority role for the secretarial profession;
- —forecasting changing directions, trends, and requirements that affect office practices.

There are three different types of memberships; Regular Membership, Provisional Membership and Associate Membership. The regular membership is open to those individuals who have had secretarial training and at least two years of secretarial experience. These individuals must be actively engaged as full-time or part-time secretaries and must not be engaged in any other gainful employment at the time of admission. Provisional membership is open to those persons who have had secretarial training but do not have the two years of secretarial experience that is required of a regular membership. These individuals must also be actively engaged as full-time secretaries at the time of admission. Associate membership is open to teachers with a minimum of a baccalaureate degree and/or equivalent valid certificate recognized for full teaching positions. These individuals must be actively engaged in the formal teaching of business education in a high school, junior or community college, college, university, vocational, or business school at the time of admission to membership. Associate membership is also open to Certified Professional Secretaries who are employed but are not qualified for Regular membership.

For more information contact the local NSA chapter usually listed with the Chamber of Commerce.

Continuing Education for Secretaries

Education has become a continuing process in our contemporary business environment. Years ago one prepared for a chosen occupaton, secured employment and the education process concluded. There was no need to pursue additional educational courses to stay abreast of the state of the art or expand your knowledge of your work. Today a person must pursue a continuing education program beyond minimum job qualification requirements to maintain a satisfactory level of competency.

Are you a certified professional secretary (CPS)? A certified professional secretary is one who has successfully participated in a recognized program of continuing education. This secretary has acquired the professional credentials and self assurance which comes from having attained a professional education standard.

The CPS program was established in 1951 after six years of careful development. This was many years before the academic and business communities joined forces to establish formal programs of study for people employed in the secretarial field.

The Institute for Certifying Secretaries (ICS), a department of the National Secretaries Association (International), administers the CPS program. It consists principally of a two-day six part examination given annually. The examination measures a person's skills and knowledges in areas deemed to be critical to continuing success as a secretary. To earn the CPS designation, a candidate must pass each of the following examination sections: Part I—Behavioral Science in Business; Part II—Business Law; Part III—Economics and Management; Part IV—Accounting; Part V—Secretarial Skills and Decision Making; and Part VI—Office Procedures and Administration.

CPS study groups and local colleges offer special review programs to prep candidates for the examination. Since the examination is very rigorous, many candidates do not pass it at the first sitting. They may continue to participate in a formal or informal study program until they master the deficient examination section. CPS candidates have five additional years to pass the examination section(s) they failed.

The educational process does not stop when a candidate successfully passes the comprehensive examination and becomes formally certified as a CPS at an appropriate ceremony. Two further activities available to certified professional secretaries are membership in a CPS Society Chapter offering professionally enriching programs, and attendance at annual seminars sponsored by the Institute for Certifying Secretaries. These national seminars of several days duration are planned around a popular business theme and feature nationally recognized seminar leaders. Frequently academic credit is granted by colleges, sometimes requiring the preparation of a research paper.

The number of colleges and universities that are now granting academic credits for attainment of the CPS rating is steadily increasing. The American Council on Education has evaluated the CPS program and endorsed college credit toward a baccalaureate degree. Some governmental jurisdictions have rewarded their employees who now proudly wear the CPS pin with special pay increases.

The National Secretaries Association (International) through the CPS program, has been sponsoring continuing education activities long before continuing education came into vogue. In 1980, the certification program for secretaries had its thirtieth anniversary.

Continuing education is now a "must" requirement for developing a high level of proficiency in the secretarial field. Studies reveal that those persons who attain the CPS rating advance to higher positions and earn higher salaries than secretaries who do not engage in continuing education activities and attain the CPS rating.

Each year the number of candidates who sit for the CPS examination increases, and there are currently over 14,000 candidates who have passed the examination and proudly wear the CPS pin.

For further information, contact James Kennedy, Assistant Dean, Institute for Certifying Secretaries, 2407 Holt Street, Vienna, Virginia, telephone, (703) 447-1513.

The Secretarial Standards

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qualified for higher grade levels. Rather, what is important is what he or she has done which demonstrates the abilities required at a higher grade. (It is important, however, for those people already working for the Government to remember that for promotion to a higher grade they must also meet the time in grade regulations which are separate from the qualification standards.)

The new standards for secretaries were prepared and issued with the thought that through their use the many people in this field of work would be able to find their current jobs more satisfying and to advance into more challenging ones.

Managers and Supervisors: Do You Want Better Clerical and Secretarial Support?

Are you the type of manager or supervisor who only recognizes your secretary(ies) once a year during National Secretaries Week? Is there one day set aside when everyone goes out to lunch and comes back to the same old problems for the rest of the year? If you are really concerned as a manager and supervisor and you want to help make your staff more effective, here are some suggestions:

1. Find out what your secretarial and clerical staff does all day. Most managers and supervisors really don't know and therefore don't understand what are reasonable assignments for their people. Just ask everyone to keep an hour-by-hour log of their activities for a few days.

2. Sit down together and assess the job as well as your working relationship. Some suggested topics:

   a. Which activities does the employee find most stressful or difficult to perform and why? Can they be modified in any way? For example, if constant interruptions are problematic, would it be possible to set up a "quite hour" at the beginning or end of the day?

   b. How would the employee's performance appraisal look if you filled it out today? Informal reviews from time to time can help pinpoint problems early and give employees a chance to improve.

   c. Be very specific about what you expect from each other. If you agree that changes are needed, each of you should make exact agreements about what you will do and when, with a built-in time period to assess your progress. For example, managers might agree to indicate their destination on a blackboard (or bulletin board) when they leave the office; a secretary might agree to take more complete telephone messages, perhaps describing the nature of the call, etc.

3. Understand thoroughly the difference between personal favors and legitimate duties defined in an employee's job description. Do not ask an employee for a personal favor unless (s)he can expect the same from you. A perfect example is planning and preparing for office social functions; everyone should share this responsibility over the course of a year. If two people prepare for one retirement party, others should handle the next event and still others the next.

4. Evaluate whether your work habits and those of your office workers compliment each other, thereby enhancing your overall performance. After all, what is your good work worth if a secretary isn't efficiently managing your workload and farming it out to other competent office workers?

5. Consult your staff in advance concerning the time needed to complete its portion of a project so that deadlines are as reasonable as possible.

6. Consider your employees' long-range goals. Learn about their backgrounds and aspirations, and look at a secretary or clerical person as you would a junior scientist. They need training and development just as everyone else does. You can support and help them, thereby improving their skills while they work with you—not to mention the change in cooperation you'll get.

Some managers who complain about their office workers do not encourage employees' personal and professional development for fear these employees may leave. You know from your own experience how effective that attitude is in holding people and drawing out the best work from them. How do you feel when you work for a manager who impedes your progress? Imagine yourself as a secretary; would you be satisfied with the pat response, "No, you can't take a course to improve your performance and future prospects because someone has to answer the phone?"

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Secretaries Are Professionals Too

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1. Professional secretaries and other clerical staff should be accepted by management as integral members of working teams. They, like other workers, should participate in staff meetings and social functions.

2. Ideas of secretaries and clerical staff should be actively solicited and credit should be given to those who contribute useful ideas.

3. Secretaries and clerical staff members should be encouraged to participate in staff discussions, to extend their interest, and to seek training opportunities. The development of a corps of elite, informed secretaries in any business or agency enhances the public image of that institution.

4. Clerical staff should be commended for the use of intelligence and initiative as well as the performance of routine functions. Such commendable behavior should be rewarded with appropriate compensation including grade classifications fully reflecting the duties performed and achievement awards.

5. Demeaning and unnecessary classifications such as "nonprofessional" should be dropped.

6. Realistic time allowances for performance of secretarial and clerical work involved in a work program or task should be built into deadlines. Whenever possible, secretaries and clerks should participate in the setting of other than routine deadlines. (This is likely to result in heightened performance.)

7. Attitudes of superiority on the part of some staff to subordinates in secretarial and clerical positions should be recognized, called to the attention of offending employees, and changed.

8. Secretaries and clerical staff should be accorded the same courtesies extened to all other staff, such as, for example, introducing such employees to office visitors when appropriate.

9. Titles such as Ms. and Mr. should be uniformly used or dropped for all employees. That is, if men are called "Mr.," women should not be called by their first names.

Step by Step Guidebooks on How to Move Ahead in the Federal Government

For anyone who presently works for the Federal Government or would like to, there are now available several step by step guidebooks that will provide valuable instructions on how to move ahead in your career.

"*Take Charge of Your Own Career*," by Donna J. Moore is chockful of self assessment assignments which match specific Federal occupations and X118 qualifications standards. It includes sections on how to complete a 171 (Personal Qualifications Statement); arranging, negotiating and designing an individual development plan; and how to deal with interviews and interviewers.

Some of the chapter titles in the book include: "Why looking backward can help you move forward," "Matching your skills and talents to the job market," and "Marketing the product," among others.

The book can be ordered directly from the author, prepaid. Cost is $10.00 plus .95 cents per copy postage and handling. Address requests to Donna J. Moore, P.O. Box 723, Bainbridge, WA 98110.

"*How to Get a Federal Job and Advance*," is a new guide which provides easy to use and up-to-date information for Federal job and promotion seekers. The fourth edition of this practical guide is only available by mail order and is bought with an unconditional moneyback guarantee. It can be purchased for $9.95 (includes shipping cost) from: FEDHELP, Post Office Box 9004A, Washington, D.C. 20003.

This unique guide provides assistance in several troublesome areas. Applicants seeking their first Federal job will appreciate chapters on. How to select Federal occupations; and How to prepare an effective job application. Guidelines and helpful information concerning how Federal employees can seek advancement; identification of Federal career blocks; and an examination of promotion paths to advancement, are all discussed. Included are up-to-date Federal job openings via the guide Bonus Coupon which will allow you to receive a current Federal civil service vacancy report that identifies over 2,500 active job openings covering most white-collar occupations and salaries.

A new woman's interview book, "*Can You Start Monday?*" is a positive approach to the job interview. Written especially for women, this book is designed to replace all the old fears and hangups about the job interview with a new, assertive posture. The readers end up feeling better about themselves and about their ability to present themselves in the job interview.

If you are a new employee, an employee who fears the job interview, a women or minority, an interviewer, a personnel official, or an EEO official this book is for you. In it you will find information concerning researching the job, role playing, talking to strangers, risk levels, physical preparation, what to bring, tours and followup, health and wardrobe, resources, and other applications.

"*Can You Start Monday?*" is distributed by the Southern Maryland Chapter of Federally Employed Women, P.O. Box 55341, Oxon Hill, Maryland 20022. Single copy price is $3.50; 25-49 copies, $3.00 each; 50-99 copies, $2.50 each; and 100 or more, $2.00 each. Postage and handling included; Maryland residents add 5% tax.

Conference on Productivity Improvement

The Consultation Services/Productivity Programs Branch, U.S. Office of Personnel Management, Southwest Region, is sponsoring a Conference on Productivity Improvement which will be held in Dallas, Texas October 29-30, 1980 at the Executive Inn. There will be no cost for this Conference.

The United States has an acknowledged productivity problem. As national awareness of productivity problems increases, both the public and private sectors are focusing on approaches to remedial action. This Conference will provide a forum for the exchange of ideas and resources concerning this dynamic issue.

The keynote speaker will be Blair Ewing, Assistant Director for Productivity Programs, U.S. Office of Personnel Management, Washington, D.C. He will be addressing the topic, "Challenges of Productivity Improvement."

Workshop sessions will include:

- —Organizational Assessment: First Step to Productivity Improvement
- —Pipelines: Methods Enhancement in Automatic Data Processing
- —Labor Management Relations and Productivity Improvements
- —Performance Appraisal: Cornerstone for Productivity Improvement
- —Productivity Measurement: A Participative Strategy
- —Quality Circles: Design and Implementation
- —Exemplary Practices in Productivity
- —Effectiveness Measures
- —How to Start a Productivity Program
- —Improving White Collar Productivity

These workshops will be conducted by nationally known speakers from the public and the private sector.

The Conference is FREE and open to all Federal, State and local government employees by sending a letter of nomination to: U.S. Office of Personnel Management, Consulting Services/Productivity Programs, 1100 Commerce Street, Dallas, Texas 75242, (214) 767-8245.

Managers and Supervisors

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7. Encourage secretaries and clerical staff to consult the training office about appropriate courses. Put them in touch with the Federal Women's Program of your agency to locate mentors and outside sources of information on further education if they are interested.

8. Show your appreciation for a job well done. That means noticing good work, saying "thank you," and giving good performance appraisals, Quality Step Increases, promotions, and awards. Good work which goes unnoticed is a major cause of poor performance later on.

Innovative Programs

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For further information on these programs, contact: Louisa Walker, National Technical Information Service, Office of the Director, 5285 Port Royal Road, Springfield, Virginia 22161; or Sharon Grant, Environmental Protection Agency, Office of Civil Rights, Room W206, 401 M St., S.W., Waterside Mall, Washington, D.C. 20460.

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